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ORGANIZATION OF  
STATE DEPARTMENTS OF EDUCATION

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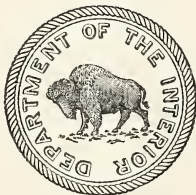
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## INTRODUCTION.

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Like Topsy our State departments of education have "just grewed up." Few of them can look back to any definite birth as State departments of education. Very few, if any, except those that have been recreated by recent acts of legislatures or constitutional amendments have been thoughtfully created and organized in full consciousness of the functions they should perform. From small and inadequate beginnings they have grown by accretion rather than by development from any central idea of functions to be performed, as the small independent schools of separate and individual communities have coalesced to form county and State systems. Probably a majority of them had their origin in a State school officer under the title of superintendent of public instruction, superintendent of schools, or other similar title, who took over work mostly of a clerical nature previously performed by the State auditor or treasurer and in an ex officio board of education made up of political officers elected or appointed for other and very different functions. The time and energies of these officers were absorbed by the duties properly belonging to the offices to which they were appointed or elected. They very naturally considered those duties more important than the incidental or accidental duties pertaining to the office which they held only because they had been selected to fill other offices considered of sufficient importance to have an existence of their own and to be filled by persons supposed to be able to perform intelligently and acceptably the duties belonging to them.

State school officers, taking over the duties, chiefly clerical, which had been performed by auditors or treasurers and other State officers in fragments of their time and probably without additional pay, were paid little. In most of the States the mistake was made of supposing that this office could be made a political office subject directly or indirectly to the vicissitudes of partisan government, as if, forsooth, the political parties as such ever advocated different educational policies and as if the people would tolerate partisan influence in their schools. As a political office, elective or appointive, it did not formerly, and in some States does not now, rank with other political offices in pay, in prestige, or as a stepping-stone to political preferment considered of a higher grade and more desirable. Nominating conventions have all too often left this office to the last and then chosen a candidate for it to placate some partisan or sectarian faction or to give recognition to some neglected section of the State. Governors, in appointing chief school officers, have frequently been guided by similar motives, or, worse still, have made this appointment through personal favoritism or in recognition of partisan obligation.

In the meantime education has come to be the chief business of the States. For its support the State and local units of county, township, district, and municipality spend more money annually than for any other one thing of public concern. The public-school system, including elementary schools, high schools, colleges, universities, normal schools, and other professional and technical schools, and agencies for extension education, has come to be our greatest cooperative enterprise, requiring for its management and control professional and administrative ability of the very highest character. This all thoughtful persons informed on the subject are beginning to realize, but, as is plainly shown by statistical tables in this study of the organization of State departments of education, the practices of the day of small things in education still exist in many States to an extent dangerous if not fatal to the best interests of education. Chief school officers in most of the States are still paid salaries pitifully small as compared with what are, or should be, recognized as the duties of their office. They are elected on partisan political tickets, or without full regard to their professional or administrative ability are appointed by governors so elected. Most State boards of education are wholly or partly made up of persons elected or appointed for the performance of other and quite different duties in offices supposed to be worthy of being filled by persons elected or appointed directly to them. Other boards are indefinitely constituted. The office of the State superintendent in almost all of the States is so poorly staffed that it is wholly unable to perform effectively most of its proper functions and to give to the school system of the State the administrative and professional service it should have.

Within the last decade much improvement in these conditions has been made in some States, and in a very few States conditions are approaching the ideal. There is, I believe, no other task of statesmanship so important and so nearly common to all the States as this of reconstructing or remaking the State department of education so that it may, wholly separate from and independent of partisan politics, be adequate to the full performance of its legitimate functions and free to adjust and readjust itself to the constantly changing requirements of education as may be necessary to meet the ever developing and enlarging needs and demands of the expanding, rich, and throbbing life of society, State, and Nation. The sooner this is done the better it will be for education and for all that is dependent upon it.

As a basis for the reconstruction of the State departments of education, I submit the following suggestions, the soundness of which, I feel sure, will be proven by a careful reading of this bulletin and by any further comprehensive study of the subject.

1. Educational administration has in principle, and should have in practice, no direct relation to partisan politics as we know partisan politics in this country. The public school system of any State is its greatest cooperative enterprise, supported by all the people in proportion to their ability, regardless of the amount of their wealth, and regardless of any political or religious affiliations, in order that all the children of all the people may, regardless of their poverty and all other conditions, have as nearly as possible equal and full opportunity for the education that will best develop their individuality, and prepare them for life, for making a living, and for the duties and responsibilities of democratic citizenship. From the standpoint of statesmanship and the public welfare, all the people are interested alike in the schools. Our political parties do not differ in regard to educational principles or practices any more than they do in regard to the Ten Commandments or the moral code; and to attempt to make education a matter of partisan politics is good neither for education nor for politics. Education is the largest and most important part of what has well been called our "purposive government," through which all the people are served and united, rather than controlled under policies on which the people are divided into parties. Unusual ability and devotion are required for the wise and effective administration of the system of education involving the expenditure of many millions of dollars annually (the average for the States is now not less than twenty-five million dollars); the direction and professional assistance of many thousands of school officers and teachers (an average of from fifteen to twenty thousand to the State); and the promotion of fundamental policies affecting directly the lives and destinies of hundreds of thousands of children and youth (an average of approximately five hundred thousand to the State), and directly or indirectly determining the welfare of all the people and the destinies of State and Nation.

2. The nature of its work and the relations of the State department of education are such as to make necessary much wise counsel, as well as definite administrative action. Well-considered policies are frequently more important than quick action. Constant and conservative development is much better than a succession of special "drives" for particular purposes, however effective they may be temporarily, and more fruitful in educational results than a disconnected succession of personal administrations, however brilliant.

For the effective application of these principles, State departments of education should be organized somewhat as follows:

1. A State board of education, nonpartisan, nonprofessional, made up of men and women of affairs, selected from the State at large because of their fitness for this position rather than for their fitness for some other. They should be men and women of recognized ability, sterling character, breadth of mind, and nobility of purpose, catholic in thought and feeling, devoted to the public welfare, convinced of the importance of education, and willing and able to give time and energy to the duties of their office. The members of the board should represent fairly all sections of the State, rural and urban, and the main professions, occupations, and interests of the people. They should be men and women in close touch with the great interests of society and State, capable of representing the people worthily in planning for the results which they should expect from their schools and other agencies of education, and in formulating fundamental policies for the support, control, and development of the State system of education and all its more important parts.

The State board of education should consist of seven or nine members, serving for seven or nine years, the term of one member expiring each year, so as to give to the board continuity and constant newness. No person having served more than half of the full term should be eligible to reappointment or reelection. No person should hold membership in the board except through definite appointment or election. There should be no ex officio members.



If necessary for convenience of appointment or election the term of office should be made such as to make the term of two members to expire every second year. Members of the board should be elected by the people from the State at large, or they should be appointed by the governor and confirmed by the senate, as may seem best in any State; but, however chosen, no person belonging to any political party should be eligible for appointment or election when more than half of the members of the board are of that party. Members of the board should not be removable from office except for negligence of duty, malfeasance in office, or crime against the State, and then only by impeachment, or, if elected by the people at large, by impeachment or recall by a majority vote. This is necessary to prevent the removal of members or packing of the board for sinister purposes and to give the feeling of responsibility and freedom necessary for good service. Members of the board should not be paid a salary, but should be paid a very liberal per diem and all necessary expenses for a reasonable number of days in the year for attending meetings of the board and for necessary service on committees. Small salaries would attract men and women of small ability. Large salaries would tempt members to try to earn their salaries by meddling with executive details properly belonging to the paid employees of the board. Not to pay reasonable per diem and all necessary expenses would deter many men and women eminently qualified for such service from accepting membership on the board.

Ordinarily the board should not need to have more than four or five regular meetings, of five or six days each, in the year, and there should be need for very few special meetings.

The State board of education should have general control of all the educational interests of the State as embodied in the public elementary and secondary schools for normal children, in schools for special classes of children, as the deaf, the blind, the crippled, subnormal and incorrigible children, and in schools for special kinds and phases of education. There should not be separate boards for the control of vocational and technical education, nor should there be any other division of control that tends to break the system of education into disconnected fragments. The State board of education should also have general control of the schools for the professional preparation of teachers, normal schools, and teachers' colleges. Whether this board should also have a general control of the State schools of higher education, other than those whose chief function is to prepare teachers, is a matter which must be left for each separate State to decide. There is as yet no experience sufficient to enable one to judge intelligently in regard to this. The same is true in regard to the policy of having separate boards for each of the two, three, or four such schools in a State. It is quite clear, however, that any separate board or boards for such schools should be required by law to make to the State board of education such reports as it may request and should cooperate with the State board of education in such way as to harmonize and unify the work of the schools of higher education with the work of the other schools of the system. This is of the greatest importance, since for the best results all the schools of the State of whatever kind and grade must function as one organism, the life blood flowing through it all.

The board should understand its functions to be wholly legislative—the defining of results to be obtained and the formation of policies in harmony with the constitution and laws of the State; and, when desirable, to propose new laws or modifications of laws already in existence. It should never concern itself with executive details, and its members should remember that, like other legislative bodies, when not in formal session, the board has no power to function as such, and its members no powers or responsibilities unless definitely authorized by the board as a whole to carry out some particular function committed to them. Legislators are only private citizens, possessed of no official functions when the legislative bodies to which they belong are not in formal session. In this sense the State board of education (and all other boards of education) are legislative bodies. For the executive duties of the department, the board of education should elect a chief executive, a commissioner of education, and upon his recommendation and under proper regulations all his associates and assistants. Only fitness for the work to be done should be considered in the selection of any of these. The board should elect its own chairman from year to year. The commissioner of education should be its secretary.

2. A State commissioner of education elected by the State board of education from the country at large and only because of professional preparation and administrative ability. Many able and efficient chief school officers have come into office by popular election or by gubernatorial appointment. Both methods have some advantages, but neither can be considered as sure and reliable as appointment by a nonpartisan board. No other method of selection is rational if this officer is to be responsible to the board. The term of office should have no reference to the change of officers connected with the partisan government of the State. It should be indefinite or for a period of years long enough to make possible the consistent development of administrative policies.

The commissioner of education should be the executive officer of the State board of education, and, under its general control, should have charge of the entire public-school system of the State and should be given such freedom of action as is necessary for executive efficiency. Under any right conception of the duties and responsibilities of the office of State commissioner of education, it must be regarded as the most important educational office in the State, requiring knowledge and ability of the highest order. Its requirements and compensations should be in keeping with this conception. It is only reasonable that the salary of the commissioner of education should be as large as or larger than that of any other officer of education in the State, city or county superintendent of school, or the president of any normal school, college or university.

3. A competent staff of expert deputies, assistants, and clerks, appointed by the State board of education upon the recommendation of the commissioner of education. The size and organization of this staff will, of course, vary from State to State. There should, however, in all States be separate and well organized divisions for all the more important phases of the educational work of the State, and for such administrative tasks as the collection and preparation of statistics and the promotion of general educational interests. The organization of the department of education of the State of Alabama, which follows closely recommendations made by the United States Bureau of Education, illustrates fairly well what is needed for States of average size. In Pennsylvania, New York, and Massachusetts the departments of education approach the ideal for the larger States.

More important than the size of the staff is the character of its personnel. The heads of the several divisions of this staff and their principal assistants should be men and women of the highest and best ability. To a very large extent the efficiency of the department and the character of all the educational work of the State will depend upon the character of these men and women. As the commissioner of education, they should be chosen from the country at large and only for their fitness for the work to be done. Salaries and conditions of service should be such as to enable the board of education to obtain and hold in these positions the services of the most competent men and women. False economy here can not fail to have its evil effect throughout the entire school system, and the effect may be disastrous. Even for the sake of economy in the department itself, it is important that responsible heads of divisions should be chosen to direct effectively the activities of the clerical assistants. The principles generally recognized in business, which demand efficiency in responsible positions at any reasonable cost, rather than the practice too often found in government offices which sacrifices efficiency to cheapness, should be observed. The value of the return from the expenditure of millions of dollars of public funds for education, of the other millions which parents and guardians expend privately that the children may attend school, and of all the time and energy of children, teachers, and local school officers, depends to a large degree upon the character and efficiency of the department of education. Cheap policies and bad business principles should not be tolerated here.

Responsible officers in the State department of education are, or should be, the guides and leaders of the people in all matters pertaining to education, upon which, in a democracy like ours, all else waits. It is neither good nor safe that the leaders be weak or blind. Where there is no vision, the people perish. Where there is weakness in place of strength, there can only be stagnation and death where there should be progress and life.

P. P. CLAXTON,  
*Commissioner.*



# ORGANIZATION OF STATE DEPARTMENTS OF EDUCATION.

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## STATE BOARDS OF EDUCATION.

The movement toward the establishment of the State board of education as the administrative head of the educational system continues to gain ground. At the present time there are 42 States having such boards with functions relating to the common schools. Of the other 6 States, Iowa, Nebraska, Ohio, and South Dakota have boards known as State boards of education with functions restricted, in Iowa to the charge of State institutions of higher education, including the State normal college; in Nebraska to the administration of State normal schools; and in Ohio and South Dakota to the administration of the vocational education laws. Only Illinois and Maine have no board known as the State board of education, but both have State boards for vocational education, the establishment or designation of such boards being necessary to enable the States to participate in the funds appropriated by Congress for the promotion of vocational education.

*Composition of State boards of education.*—The composition of the boards having functions relative to the general school system in the several States is shown in the accompanying table (see p. 10). The table shows the number of ex officio members in each board, the officers designated as ex officio members, number of appointive or elective members, by whom appointed or elected, length of term, etc.

Of the 42 State boards of education, 8 are composed entirely of ex officio members who are officers of the State with offices at the State capitol. These are Colorado, Florida, Kentucky, Mississippi, Missouri, North Carolina, Oregon, and Texas. In one other State, Nevada, the board is composed entirely of ex officio members, the president of the State university being a member, in addition to the governor and State superintendent of public instruction. Boards created in recent years consist entirely or almost entirely of members appointed by the governor. Seven boards have no ex officio members whatsoever. The governor is an ex officio member of the board in 18 States; other State political officers, aside from the State super-

intendent of public instruction or other chief State school officer, in 13 States; the State superintendent in 30 States; the president of the State university in 6 States; the president of the State agricultural and mechanical college in 4 States; presidents of State normal schools in 4 States; and other educational officers in 1 State.

*Appointment of the State board of education.*—Of the 33 States having appointed or elected members on the State board, 27 leave the appointment to the governor, subject in some cases to approval by the State senate; in 2 States, New York and Rhode Island, the members are selected by the State legislature; 1 State (Michigan) elects by popular vote; in 1 State (Wyoming) the State superintendent appoints members, subject to approval by the governor; in 1 State (Virginia) 3 members are elected by the State senate and 2 by the State board; and in 1 State (Wisconsin) the governor appoints 5 members, and the university board of regents, normal school regents, and vocational education board each selects 1 member.

With respect to qualifications of members, 4 States, Arizona, Kansas, Virginia, and Washington, require that all the appointive members shall be persons engaged in educational work, and 7 others, Georgia, Indiana, Massachusetts, New Mexico, Oklahoma, Pennsylvania, and West Virginia, require that a certain specified number of the appointed members shall be engaged in educational work. California, Idaho, and New York require that none of the appointed members shall be engaged in educational work, while Indiana requires that 2 of the members shall not be engaged in such work.

The tendency in the selection of board members seems to be toward appointment by the governor. This method, under proper restrictions, has a threefold merit:

(a) It recognizes the executive head of the State as responsible to the people for the efficiency of every department of the public service. It tends to make the board responsible to the public.

(b) It centers responsibility where it can be definitely located. When the general assembly elects, it is difficult to locate responsibility.

(c) Requiring that appointments be made from an eligible list, or in some other way throwing proper definite limitations around the appointing power, provides against abuse and protects the board from undue political interference. It is doubtful if it is ever advisable to make the governor a member of the board.<sup>1</sup>

*Size of board and term of office.*—The size of boards varies from 3 to 13 members. Of the 9 boards composed entirely of ex officio members, 6 have 3 members each, 1 has 4 members, 1 has 5 members, and 1 has 7 members. Of the 7 boards having no ex officio members, 3 have 5 members each, 2 have 7 members each, 1 has 8 members, and 1 has 12 members. Of the 26 boards having both ex officio and appointive or elective members, 7 have 7 members, 5

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<sup>1</sup> Education Bulletin, 1915, No. 5.



have 8 members, 4 have 6 members, 3 have 9 members, 2 have 10 members, 2 have 11 members, and one has 4, one 5, and one 13 members. Taken all together, 10 of the boards are composed of 7 members each, and in 28 of the 42 boards the number of members ranges from 5 to 9, both inclusive. The tendency, therefore, is in favor of a comparatively small board.

The terms of office of ex officio members who are State officers terminate, of course, at the expiration of the term for which they were elected to the State office. Such terms are usually 2 or 4 years. In 24 of the 33 States having appointive members, the terms are from 4 to 6 years, inclusive; in 2 States, 2 years; 1 State, 3 years; 2 States, 7 years; 1 State, 8 years; 2 States, 12 years; and in 1 State the term is indefinite. Appointments are so arranged that usually the members retire in small groups, assuring continuity of policy.

*Duties and powers of State boards of education.*—The duties and powers of State boards are given in considerable detail in the tabular statement on pages 11 to 22. These vary from practically nothing to complete control of the entire educational system of the State. The general tendency, however, is toward making the State board the responsible authority and giving it greater powers. A notable exception is the State of Massachusetts, where formerly the State board had large responsibilities and much power. This was changed by an act of the legislature, passed in 1919, which makes the State board of education merely advisory to the State commissioner of education. This was offset, however, in the same year by Alabama, Minnesota, and New Hampshire, which created State boards of education with very large powers over the general educational systems.

In only a few States are the boards or State superintendents given definite authority to require reports from or to exercise any supervision over schools under private or corporate control. Strictly speaking there are no private schools in the United States, as all of them depend upon the public or some part of the public for their students and for their support, and their property is exempt from taxation. State authorities should be authorized to ascertain whether students attending such schools are receiving instruction to the extent at least of that prescribed by the compulsory education laws. Every educational agency in the State is a part of the State's educational system and should be under the general administrative supervision of the State board of education to such extent as may be necessary to insure instruction in essentials equal to that given in the public school, but no further.

*Summary of tendencies.*—In the development of a more effective agency for administering the State's educational affairs the trend is toward a State board of education as the administrative head of the

educational system; a board composed of men who have some knowledge of the business which they are to administer; a board appointed by the governor of the State with restrictions to guarantee fitness for the service and to guard against arbitrary use or abuse of the appointing power; a board composed of from five to nine members, appointed for a term of from four to six years, and retiring in small groups—this to guarantee that degree of continuity in service and freedom from political interference that are necessary for effective service; a board made responsible for all the educational interests of the State and clothed with full power to administer the business.

*Composition of State boards of education.*

| States.             | Ex officio members. |                                 |   |                                |   |                                   | Appointed or elected members. |                      |                        |                                      |                                    | Total ex-officio members. | Total appointed or elected members. | Total number on board. |
|---------------------|---------------------|---------------------------------|---|--------------------------------|---|-----------------------------------|-------------------------------|----------------------|------------------------|--------------------------------------|------------------------------------|---------------------------|-------------------------------------|------------------------|
|                     | Governor.           | Other State political officers. | State superintendent of public instruction. | President of State university. | President of agricultural and mechanical college. | President of State normal school. | Other education officers.     | In educational work. | Not in education work. | May or may not be in education work. | Appointed or elected by—           |                           |                                     |                        |
| Alabama.....        | 1                   |                                 | 1   |                                |   |                                   |                               |                      |                        | 6                                    | Governor.....                      | 12                        | 2                                   | 8                      |
| Arizona.....        | 1                   |                                 | 1   | 1                              |   | 2                                 |                               | 3                    |                        |                                      | do.....                            | (1)                       | 5                                   | 8                      |
| Arkansas.....       |                     |                                 | 1   |                                |   |                                   |                               |                      |                        | 7                                    | do.....                            | 7                         | 1                                   | 8                      |
| California.....     |                     |                                 |   |                                |   |                                   |                               |                      | 7                      |                                      | do.....                            | 4                         | 0                                   | 7                      |
| Colorado.....       | 2                   | 1                               |   |                                |   |                                   |                               |                      |                        |                                      | do.....                            | 3                         | 0                                   | 3                      |
| Connecticut.....    | 1                   | 1                               |   |                                |   |                                   |                               |                      |                        | 9                                    | Governor.....                      | 6                         | 2                                   | 11                     |
| Delaware.....       |                     |                                 |   |                                |   |                                   |                               |                      |                        | 5                                    | do.....                            | 5                         | 0                                   | 5                      |
| Florida.....        | 1                   | 3                               | 1   |                                |   |                                   |                               |                      |                        |                                      | do.....                            | 5                         | 0                                   | 5                      |
| Georgia.....        | 1                   |                                 | 1   |                                |   |                                   |                               | 3                    |                        | 1                                    | Governor.....                      | 4                         | 2                                   | 6                      |
| Idaho.....          |                     |                                 | 1   |                                |   |                                   |                               |                      | 5                      |                                      | do.....                            | 5                         | 1                                   | 6                      |
| Indiana.....        |                     |                                 | 1   | 1                              | 1   | 1                                 | 3                             | 3                    | 2                      | 1                                    | do.....                            | 4                         | 7                                   | 13                     |
| Kansas.....         |                     |                                 | 1   | 1                              | 1   | 3                                 |                               | 3                    |                        |                                      | do.....                            | 2                         | 6                                   | 9                      |
| Kentucky.....       | 2                   |                                 | 1   | 1                              |   |                                   |                               | 3                    |                        |                                      | do.....                            | 4                         | 3                                   | 3                      |
| Louisiana.....      |                     |                                 | 1   |                                |   |                                   |                               |                      |                        | 5                                    | Governor.....                      | 5                         | 1                                   | 6                      |
| Maryland.....       |                     |                                 |   |                                |   |                                   |                               |                      |                        | 7                                    | do.....                            | 7                         | 0                                   | 7                      |
| Massachusetts.....  |                     |                                 | 1   |                                |   |                                   |                               | 1                    |                        | 5                                    | do.....                            | 3                         | 1                                   | 6                      |
| Michigan.....       |                     |                                 | 1   |                                |   |                                   |                               |                      |                        | 3                                    | Popular vote.....                  | 6                         | 1                                   | 3                      |
| Minnesota.....      |                     |                                 |   |                                |   |                                   |                               |                      |                        | 5                                    | Governor.....                      | 5                         | 0                                   | 5                      |
| Mississippi.....    | 2                   | 1                               |   |                                |   |                                   |                               |                      |                        |                                      | do.....                            | 3                         | 0                                   | 3                      |
| Missouri.....       | 1                   | 2                               | 1   |                                |   |                                   |                               |                      |                        |                                      | do.....                            | 4                         | 4                                   | 4                      |
| Montana.....        | 1                   | 1                               | 1   |                                |   |                                   |                               |                      |                        |                                      | do.....                            | 4                         | 3                                   | 8                      |
| Nevada.....         | 1                   |                                 | 1   | 1                              |   |                                   |                               |                      |                        | 8                                    | Governor.....                      | 4                         | 3                                   | 11                     |
| New Hampshire.....  | 1                   |                                 |   |                                |   |                                   |                               |                      |                        | 5                                    | do.....                            | 5                         | 1                                   | 6                      |
| New Jersey.....     |                     |                                 |   |                                |   |                                   |                               |                      |                        | 8                                    | do.....                            | 8                         | 0                                   | 8                      |
| New Mexico.....     | 1                   |                                 | 1   |                                |   |                                   |                               | 2                    |                        | 2                                    | do.....                            | 4                         | 2                                   | 7                      |
| New York.....       |                     |                                 |   |                                |   |                                   |                               | 12                   |                        |                                      | State legislature.....             | 12                        | 0                                   | 12                     |
| North Carolina..... | 1                   | 5                               | 1   |                                |   |                                   |                               |                      |                        |                                      | do.....                            | 7                         | 0                                   | 7                      |
| North Dakota.....   |                     | 1                               | 1   |                                |   |                                   |                               |                      |                        | 3                                    | Governor.....                      | 6                         | 2                                   | 3                      |
| Oklahoma.....       |                     |                                 | 1   |                                |   |                                   |                               | 2                    |                        | 4                                    | do.....                            | 6                         | 1                                   | 6                      |
| Oregon.....         | 1                   | 1                               | 1   |                                |   |                                   |                               |                      |                        |                                      | do.....                            | 3                         | 0                                   | 3                      |
| Pennsylvania.....   |                     |                                 | 1   |                                |   |                                   |                               | 3                    |                        | 3                                    | Governor.....                      | 6                         | 1                                   | 6                      |
| Rhode Island.....   | 1                   | 1                               |   |                                |   |                                   |                               |                      |                        | 6                                    | State legislature.....             | 6                         | 2                                   | 6                      |
| South Carolina..... | 1                   |                                 | 1   |                                |   |                                   |                               |                      |                        | 7                                    | Governor.....                      | 4                         | 2                                   | 7                      |
| Tennessee.....      | 1                   |                                 | 1   |                                |   |                                   |                               |                      |                        | 9                                    | do.....                            | 6                         | 1                                   | 9                      |
| Texas.....          | 1                   | 2                               |   |                                |   |                                   |                               |                      |                        | 6                                    | do.....                            | 3                         | 0                                   | 3                      |
| Utah.....           |                     |                                 | 1   | 1                              | 1   |                                   |                               |                      |                        | 6                                    | Governor.....                      | 6                         | 3                                   | 6                      |
| Vermont.....        |                     |                                 |   |                                |   |                                   |                               |                      |                        | 5                                    | do.....                            | 5                         | 0                                   | 5                      |
| Virginia.....       | 1                   | 1                               | 1   |                                |   |                                   |                               | 5                    |                        |                                      | State senate, 3<br>State board, 2  | 3                         | 5                                   | 8                      |
| Washington.....     |                     |                                 | 1   | 1                              | 1   | 1                                 |                               |                      |                        |                                      | Governor.....                      | 2                         | 4                                   | 3                      |
| West Virginia.....  |                     |                                 | 1   |                                |   |                                   |                               | 3                    |                        | 3                                    | do.....                            | 6                         | 1                                   | 6                      |
| Wisconsin.....      | 1                   |                                 | 1   |                                |   |                                   |                               |                      |                        | 8                                    | (2)                                | 3                         | 2                                   | 8                      |
| Wyoming.....        |                     |                                 | 1   |                                |   |                                   |                               |                      |                        | 6                                    | State superintendent. <sup>4</sup> | 6                         | 1                                   | 6                      |

<sup>1</sup> Indefinite.

<sup>2</sup> Governor appoints 5 members, university board of regents 1, normal school regents 1, vocational education board 1.

<sup>3</sup> Governor's appointees.

<sup>4</sup> With approval of governor.

*Digest of laws relating to State boards of education.*

| State.   | Members. | Term.  | Composition.  | Compensation.   | Organization.   | Powers and duties.   |
|--|----------|--|---|---|---|--|
| Alabama.....<br>(General laws,<br>1919.)                 | 8        | Appointed<br>members, 12<br>years.                           | Governor and State superintendent, 6 members appointed by governor from persons not subject to board's authority.   | \$10 per day not exceeding 25 days in any year and actual traveling and other necessary expenses in attending meetings and transacting business of board. | State superintendent is ex officio chairman and executive officer; board elects one of its members vice president.                  | General control and supervision over public schools except the 3 institutions of higher education; adopts rules and regulations for the sanitation of schools; physical examination of school children, and enforces, in conjunction with other State authorities, rules relating to school health compulsory education, and child conservation; prescribes rules for grading and standardizing public schools; prescribes minimum contents of courses of study for public elementary and high schools; prescribes textbooks for all elementary schools and for all high schools except in cities of 2,000 or more inhabitants; prescribes rules for certification of teachers and for biennial school census; prescribes forms and blanks for use of local boards; requires all private, denominational, and parochial schools to submit annual reports; conducts investigations into educational needs of the State; administers vocational education; general supervision of educational work of all charitable, penal, reformatory, and child-caring institutions maintained in whole or in part by the State; equalizes public school facilities. |
| Arizona.....<br>(School laws, 1919,<br>pp. 15, 16, 122.) | 8        | Indefinite.....  | Governor, State superintendent, president of State university, and principals of State normal schools ex officio, and a city superintendent, a county superintendent, and a principal of a high school appointed by the governor. | Necessary transportation expenses incurred in attending meetings of board and other expenses not to exceed \$4 per day.                                   | Governor is chairman and State superintendent is secretary.   | Adopts rules and regulations for government of the public schools and school libraries; devises plans for increase and management of State school fund; prescribes and enforces use of a uniform series of textbooks in common schools; prescribes and enforces course of study in common schools; determines number of units necessary for graduation from high schools; prescribes requirements for admission to State university and normal schools; general charge of education of deaf, dumb, and blind; issues life certificates for teachers; revokes all teachers' certificates; administers vocational education.   |
| Arkansas.....<br>(Act 431, June 1,<br>1911.)             | 8        | Appointive<br>members, 7<br>years, 1 appointed each<br>year. | State superintendent, ex officio, and 1 member appointed by the governor from each congressional district.  | Serve without pay, except for traveling expenses when attending meetings of the board.  | Superintendent is ex officio chairman; one prescribed meeting annually, superintendent may call others; secretary elected by board. | Has general supervision over the public schools of the State; has the management and investment of the State common school fund; serves as board for chartering educational institutions; has supervision over the issuance of State teachers' certificates; may provide courses of study; distribute plans for schoolhouses, prescribe rules for the sanitary inspection of schoolhouses and medical examination of school children, but may not prescribe textbooks; administers vocational education.   |



*Digest of laws relating to State boards of education—Continued.*

| State.   | Members. | Term.                       | Composition.  | Compensation.   | Organization.  | Powers and duties.   |
|--|----------|-----------------------------|---|---|--|--|
| California.<br>(School laws, 1919.)  | 7        | 4 years.                    | Appointed by governor; no salaried educational officer may be appointed.  | Expenses in attending meetings and \$15 per day for each day board is in session; expenses while engaged in committee work directed by board; total not to exceed \$2,500 per year. | Board elects its own president; State secretary of board and its executive officer; meets every quarter; vote of majority of all members necessary to validate its acts. | Adopts rules for government of day and evening elementary schools, day and evening secondary schools, technical and vocational schools, normal schools, and all other schools, except the State university, receiving financial aid from the State; appoints 3 assistant State superintendents; makes plans for the improvement of the administration and efficiency of the schools; makes recommendations concerning changes in school legislation; compiles and adopts uniform textbooks for elementary schools which are printed by the State and distributed free; grants credentials for teachers; accredits normal schools and universities for certification purposes; administers vocational education; enforces provisions for establishment of courses in physical education and appoints supervisor; adopts minimum requirements for graduation from State normal schools; prescribes list of textbooks from which local high schools must select; calls annual convention of high-school principals; constitutes retirement salary fund board. |
| Colorado.<br>(Const. Art. IX; secs. 1 and 16; School laws, 1917, pp. 145-147.) | 3        | .....                       | Superintendent of public instruction, secretary of state, and attorney general.                                 | .....   | Superintendent is president; meets in December and at other times when necessary; adopts rules for its own government.   | Has general supervision of the public schools; determines appeals from decisions or orders of county superintendent; appoints State board of examiners; grants State diplomas to teachers and may revoke them; may not prescribe textbooks (constitution prohibits); supervises State teachers college.  |
| Connecticut.<br>(Acts of 1919, ch. 344.)                                       | 11       | Appointed members, 6 years. | Governor and lieutenant governor, ex officio; 9 members appointed by the governor, at least 1 from each county. | Necessary expenses.   | Appoints own officers; employs a secretary who acts as its executive officer and performs the duties generally assigned to a State commissioner of education.            | Has general supervision and control of the educational interests of the State; may direct what textbooks shall be used; prescribes blanks for registration and reports; conducts teachers' meetings; prepares and distributes outlines of instruction in citizenship; may grant and revoke teachers' certificates; provides for testing the eyesight of children; enforces child-labor law; maintains and controls State normal schools; may appoint school superintendents and supervisors for certain smaller towns; administers vocational education.   |
| Delaware.<br>(Acts of 1919, ch. 157.)  | 5        | 5 years.                    | Appointed by governor, 1 each year.   | Necessary expenses and \$10 per day not to exceed 1 day per calendar month.   | State commissioner of education is secretary and executive officer; other officers elected by board.   | Has general supervision of public schools; makes and enforces rules and regulations for the conduct of schools; prescribes textbooks and contracts as to prices; regulates course of study; determines conditions for teachers' certificates; makes rules for sanitary construction and inspection of school buildings; investigates needs of schools and may require reports from teachers and school officers;   |

recommends legislation; administers laws relating to physical education, medical inspection, vocational education, dependent children; grants aid to consolidated schools; requires annual reports from private schools; regulates issuance of diplomas and degrees; prepares annual budget for school expenditures; cooperates with Delaware College in maintaining summer school for teachers and in fixing course of study for department of education in said college.

Manages school lands and educational funds of the State; decides appeals from county authorities on school affairs; may remove any subordinate officers; fills vacancies for unexpired terms on county school board; holds property of and, in conjunction with a board of control, manages higher institutions of learning; administers vocational education; issues minimum State courses of study for elementary and high schools; prescribes course in military instruction in high schools.

Provides rules and regulations for the supervision of all schools in the State; provides courses of study for elementary and high schools; selects textbooks; decides appeals from decisions of State superintendent; provides normal instruction for teachers; grants State and special licenses to teach; apportions school funds; approves proposed charters for institutions granting degrees and issuing diplomas; acts as State school book commission.

Has general control of State institutions and succeeds to powers and duties of trustees of such institutions; appoints a commissioner of education as an advisory officer; assigns functions to its executive officers; has general supervision and control of public schools; is final court of appeal in controversies; has legislative functions not inconsistent with law; recommends to legislature changes in school laws; standardizes instruction in institutions; prescribes minimum course of study for public schools; determines how textbooks shall be adopted; determines whether textbooks shall be free; directs the work of summer normals and teachers' institutes; controls certification of teachers; directs State library commission; standardizes school buildings, equipment, etc.; adopts system of reports; classifies high schools; controls rural high schools; acts as State board for vocational education.

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| Florida.....<br>(Const., Art. XII,<br>sec. 3; school laws,<br>1915, pp. 14, 15, 25,<br>102; acts of 1919,<br>chs. 7592, 7910,<br>7911.) | 5 | Governor, secretary of state,<br>attorney general, State<br>treasurer, and State super-<br>intendent of public in-<br>struction. | .....   | Governor is president,<br>State superintendent<br>is secretary,<br>and State treasurer<br>is treasurer.                         | ..... |
| Georgia.....<br>(School Code, 1919,<br>pp. 6-9.)  | 6 | Appointed<br>members, 4<br>years, 2 ap-<br>pointed<br>every 2<br>years.  | Governor, State superin-<br>tendent, and 4 members<br>appointed by the governor,<br>at least 3 of whom shall be<br>experienced educators. | Governor is chairman,<br>State superintendent<br>is secretary and<br>chief executive offi-<br>cer; meets at least<br>quarterly. | ..... |
| Idaho.....<br>(Const., Art. IX,<br>sec. 2; school<br>laws, 1919, pp.<br>11, 12, 13.)  | 6 | Appointed<br>members, 5<br>years, 1 ap-<br>pointed<br>each year.   | Superintendent of public<br>instruction, ex officio,<br>and 5 members appointed<br>by governor.   | Elects such officers as<br>it deems necessary;<br>meets at least twice<br>each year.  | ..... |

*Digest of laws relating to State boards of education—Continued.*

| State.  | Members. | Term.   | Composition.  | Compensation.  | Organization.  | Powers and duties.   |
|---|----------|---|---|--|--|--|
| Indiana.<br>(School laws, 1917,<br>pp. 24, 25, 38,<br>39, 40, 41, 11, 15,<br>380, 381, 403.)        | 13       | Appointive<br>members, 4<br>years.                          | State superintendent, president of the State University, president of State normal school, superintendents of schools in 3 largest cities, ex officio; 3 citizens engaged in educational work, at least 1 of whom shall be a county superintendent, and 3 persons interested in vocational education, 1 of whom shall be an employer and 1 an employee. | Members other than superintendent receive \$5 per day and expenses while actually on duty. | Superintendent is president; board elects on its members secretary and treasurer; meets on the call of the president or a majority of the members. | Determines such administrative questions as are not otherwise provided by law; grants and revokes State certificates; selects or procures the compilation of textbooks for the common schools; constitutes teachers' training board and provides normal instruction; makes rules for the enforcement of the medical inspection law; appoints a board of three visitors to State normal school; appoints trustees of Indiana University; appoints and directs a high-school inspector; prescribes course of study for accredited normal schools; has control of State-aided vocational schools; grants "accredited" rank; issues life certificates and has power to revoke same; classifies graduates for minimum wage; keeps list of approved schools in other States; prescribes course in physical training for elementary and high schools; administers vocational education. |
| Kansas.<br>(School laws, 1913,<br>pp. 23-29, 32, 34,<br>35, 143, 157, 157-159; session laws, 1919.) | 9        | Appointive<br>members, 2<br>years.                          | State superintendent of public instruction, chancellor of State University, president of the State Agricultural College, president of State Normal Schools, ex officio, and 3 others appointed by the governor from those engaged in school work.   | Necessary expenses in attending meetings.  | State superintendent is ex officio chairman; permanent secretary, salary, \$2,400, with office in Department of Public Instruction.                | Prescribes course of study for normal institutes and for public schools, but certain subjects prescribed by law must be included; approves courses of study of colleges and universities for purpose of granting State certificates for teaching; issues and may revoke State diplomas and certificates; adopts rules for the examination of kindergarten teachers; prescribes normal training courses in high schools; prepares examination questions for county teachers' certificates; prescribes course of study for rural schools; prepares examination questions for common school diplomas; distributes State funds to approved schools.  |
| Kentucky.<br>(School laws, 1912,<br>pp. 10, 28, 71.)  | 3        | 4 years.....  | Superintendent of public instruction, secretary of state, and attorney general.   | None.....  | Superintendent is chairman; 2 members constitute a quorum; meets on call of the chairman.  | Manages all real or personal property held by the State for the benefit of the common schools; makes rules and regulations for the government of the common schools and prescribes and publishes a course of study for them; prescribes regulations for the management of county teachers' libraries and prepares lists of books for subdistrict libraries; issues State teachers' certificates.   |
| Louisiana.<br>(School laws, 1919,<br>pp. 124-126, 137,<br>138.)                                     | 6        | Appointed<br>members, 5<br>years, 1 appointed each<br>year. | State superintendent ex officio and 5 members appointed by governor.  | Actual traveling expenses and per diem for each day board is in session.                   | Board elects president and vice president; State superintendent is secretary.  | Prepares rules and by-laws for the government of the public schools; gives directions as to branches of study taught; adopts textbooks and enforces uniformity; fixes procedure for awarding contracts, locating dispensaries, etc., for the distribution of books; may require parish superintendents to make reports; may order holding of teachers' institutes; has charge of examination of teachers and issues certificates; approves establishment of high schools; extends special aid to schools meeting required standards in practical, industrial, and agricultural courses; administers vocational education.  |



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| Maryland.<br>(School laws, 1918,<br>pp. 6-27.)  | 7 | 7 years, 1 ap-<br>pointed each<br>year. | 7 members appointed by<br>governor; no person to be<br>appointed who is in any<br>way subject to the board's<br>authority. | Actual expenses<br>incurred in dis-<br>charge of official<br>duties.                      | Board elects its own<br>officers; State super-<br>intendent is execu-<br>tive officer; holds<br>regular meetings<br>quarterly.  | Enacts by law for administration of the public school sys-<br>tem; has general control of all other school boards; pre-<br>scribes rules for grading and standardizing public schools;<br>defines colleges and high schools; prescribes minimum<br>requirements for diplomas and degrees; may adopt<br>courses of study and general regulations governing teach-<br>ers' certificates; makes report to governor and recommen-<br>dations in form of bills to general assembly; with State<br>superintendent serves as trustees for State normal schools;<br>adopts blank forms for records and reports for all public<br>schools; may conduct investigations; prepares public-<br>school budget.<br>The board is merely advisory to the commissioner of edu-<br>cation.   |
| Massachusetts.<br>(Laws of 1919, ch.<br>330.)   | 6 | 3 years, 2 ap-<br>pointed each<br>year. | 6 members appointed by<br>governor; at least 2 shall<br>be women and 1 shall be a<br>teacher.                              | Actual necessary<br>expenses.   | Commissioner of edu-<br>cation is chairman;<br>meets at least once<br>a month.<br>Superintendent is sec-<br>retary and executive<br>officer; majority con-<br>stitutes a quorum;<br>holds at least 2 meet-<br>ings each year. | As body corporate, holds property of State normal schools<br>and has general supervision of them; prescribes courses of<br>study in each school and grants diplomas to graduates;<br>grants teachers' certificates to graduates of State normal<br>schools and approved colleges and may indorse certi-<br>ficates from other States; approves teachers.<br>Makes complete organization of State department of educa-<br>tion; appoints and defines duties of appointees and em-<br>ployees; administers all laws relating to State superin-<br>tendent of public schools, libraries, and other public<br>educational institutions excepting State university and<br>normal schools; makes studies and investigations relating<br>to administration of funds appropriated for public school<br>aid; prepares a biennial education budget. |
| Michigan.<br>(Const., Art. XI,<br>sec. 6; school<br>laws, 1919, pp. 8,<br>11, 109, 110, 200-<br>204, 205, 206, 207,<br>209, 241.) | 4 | Elective mem-<br>bers, 6 years.         | Superintendent of public in-<br>struction, ex officio, and<br>5 members elected by vote<br>of the people.                  | \$3 per diem each<br>and actual ex-<br>penses.  | Board elects president;<br>commissioner of edu-<br>cation is executive<br>officer and secretary.  | Has management of the school funds; audits claims against<br>them; fixes expenses of superintendent's office; has prac-<br>tical administration of school system; may adopt course<br>of study; prescribes rules for county teachers' examina-<br>tions; prepares outlines for teachers' institutes; decides<br>appeals from county superintendents or State superin-<br>tendent; may remove county superintendents for cause;<br>has powers of a court to compel attendance of witnesses,<br>take depositions, etc.; approves curriculum of agricul-<br>tural high schools.  |
| Minnesota.<br>(Laws of 1919, ch.<br>334.)   | 5 | 5 years.....                            | 5 members appointed by<br>governor.  | Actual expenses<br>and \$10 per day<br>for each day<br>spent in dis-<br>charge of duties. | Meets at State capitol<br>on call of any mem-<br>ber; superintendent<br>presides.   | Has general supervision over entire educational interests<br>of the State; directs investment of all moneys received by<br>the State for educational purposes; sees that all moneys<br>are applied as intended by grant, devise, or law; sees that<br>proper disposition is made of school lands; sees that<br>county school funds are expended according to law; pre-<br>pares outlines of work for colored teachers' institutes;<br>prescribes conditions for approved summer schools; ap-<br>points State library board; establishes standards for the<br>establishment and maintenance of part-time schools for<br>employed children.   |
| Mississippi.<br>(Const., Art. VII,<br>sec. 293; school<br>laws, 1918, pp.<br>18, 32-34.)  | 3 | .....                                   | Secretary of state, attorney<br>general, and superintend-<br>ent, ex officio.  | .....   | .....   | .....   |
| Missouri.<br>(Const., Art. XI,<br>sec. 4; school<br>laws, 1917, pp.<br>132, 143-145; sup-<br>plement, 1919,<br>pp. 22, 23.)       | 4 | 4 years.....                            | Governor, secretary of state,<br>attorney general, and su-<br>perintendent, ex officio.                                    | .....   | Superintendent is<br>president.   | .....   |

*Digest of laws relating to State boards of education—Continued.*

| State.  | Members. | Term.   | Composition.   | Compensation.  | Organization.   | Powers and duties.   |
|---|----------|---|--|--|---|--|
| Montana.....<br>(Const., Art. XI,<br>sec. 11; school<br>laws, 1919, pp.<br>16-29.)          | 11       | Appointive<br>members, 4<br>years; 2 ap-<br>pointed each<br>year. | Governor, State superin-<br>tendent, and attorney<br>general, ex officio, and 8<br>members appointed by<br>the governor with the<br>consent of the senate.   | Actual expenses<br>in performance<br>of duties.  | Governor is president;<br>superintendent is<br>secretary; majority<br>is a quorum; meets<br>by law quarterly;<br>and on call of presi-<br>dent and secretary<br>special meetings may<br>be held at any time<br>and place. | Has general supervision over the State university and<br>various other State educational institutions, electing<br>presidents and faculties, granting diplomas to graduates<br>and controlling the property and finances. Immediate<br>control in other things vests with the executive boards,<br>composed for each institution of the president and 2 mem-<br>bers appointed by the governor, with the advice and con-<br>sent of the State board of education; prescribes standards<br>of promotion to high schools, grants State and life certifi-<br>cates to teachers.   |
| Nevada.....<br>(School laws, 1919,<br>pp. 9, 12, 15-20,<br>54, 62, 63.)                     | 3        | .....   | Governor, superintendent of<br>public instruction, and<br>president of State univer-<br>sity, ex officio.  | .....  | Governor is president;<br>superintendent is<br>secretary; meets at<br>call of secretary, but<br>must hold at least 2<br>meetings a year.  | Prescribes courses of study for the public schools and serves<br>with 4 additional persons appointed by governor, as text-<br>book commission; constitutes normal training school<br>board; grants teachers' certificates and diplomas; adopts<br>lists of books for district libraries, except for districts of<br>the first class; appoints 1 deputy superintendent for each<br>supervisory district; prepares plans for rural schoolhouses.   |
| New Hampshire.....  | 6        | Appointive<br>members, 5<br>years.                                | Governor and 5 members ap-<br>pointed by governor.   | Actual expenses<br>in performance<br>of duties.  | Board elects chairman;<br>commissioner of edu-<br>cation is secretary<br>and executive officer.   | Has management, supervision, and direction of all public<br>schools; makes rules and regulations for management of<br>its own business; has charge of work of Americanization.   |
| New Jersey.....<br>(School laws, 1918,<br>pp. 7-10.)  | 8        | 8 years; 1 ap-<br>pointed each<br>year.                           | 8 male citizens appointed by<br>the governor; must have<br>been resident of the State<br>5 years or more immedi-<br>ately preceding appoint-<br>ment; not more than 4<br>from same political party<br>and not more than 1 from<br>same county. | Necessary ex-<br>penses.   | Elects its president and<br>officers; meets<br>monthly and at<br>such other times and<br>places within the<br>State as necessary.   | Controls State normal schools, school for the deaf, and indus-<br>trial school for colored youth; has general supervision and<br>control of public instruction; approves contracts, plans,<br>and specifications for school buildings; prescribes a uni-<br>form and simple system of bookkeeping for use in school<br>districts; prescribes rules for the examination and certifi-<br>cation of teachers and rules for holding teacher's insti-<br>tutes; decides appeals from commissioner of education;<br>may withdraw or withhold its approval of secondary<br>schools; fixes nonresident tuition rates when district's<br>affected can not agree; may compel the attendance of vil-<br>lages and the production of books, records, etc.; approves<br>institutions in the State before they may confer degrees;<br>appropriates 10 per cent reserve of State tax. |
| New Mexico.....<br>(Const., Art. XII,<br>sec. 6; school<br>laws, 1919, pp.<br>7-9, 11, 13.) | 7        | 4 years.....  | Governor and State superin-<br>tendent, ex officio, and 5<br>members appointed by<br>the governor with the con-<br>sent of the senate; 1 of<br>whom shall be a head of a<br>State educational institu-<br>tion, 1 a county superin-            | \$5 per diem and 10<br>cents per mile<br>traveled one<br>way in attend-<br>ing meetings. | Governor is president;<br>superintendent is<br>secretary; 4 meet-<br>ings annually.   | Has general control of the public schools; prescribes course<br>of study; adopts uniform textbooks; grants, renews, and<br>revokes teachers' certificates; has general supervision of<br>teachers' institutes and issues course of study for them;<br>issues course of study for industrial education; empowered<br>to adopt a standard of efficiency for commercial courses<br>and to issue certificates of recognition to schools meeting<br>the standard; to issue permits to commercial schools and  |

correspondence schools to canvas for students; administrators vocational education.

The regents exercise the general management and supervision of all public schools and all the educational work of the State.—They confer certificates, diplomas, and degrees on persons who satisfactorily meet the requirements prescribed.

*Examinations*.—In the secondary institutions regents' examinations furnish the standard of graduation and of admission to colleges. Certificates or diplomas are conferred on students that satisfactorily pass the academic examinations. The regents also supervise the entrance requirements to the professional schools and conduct the professional licensing examinations.

*Registration*.—The regents register both domestic and foreign institutions in terms of New York standards, fix the value of degrees, diplomas, and certificates issued by institutions of other States and countries and presented for entrance to schools, colleges, and the professions in New York State.

*Incorporation*.—Under such name and with such number of trustees or other managers, and with such powers, privileges, and duties, and subject to such limitations and restrictions in all respect as the regents may prescribe in conformity to law, the regents by an instrument under their seal and recorded in their office incorporate institutions or association for the promotion of science, literature, art, history, or other departments of knowledge or of education in any way, associations of teachers, students, graduates of educational institutions, and other associations whose approved purposes are in whole or in part of educational or cultural value deemed worthy of recognition and encouragement by the university. No institution or association which might be incorporated by the regents may be incorporated under any other general law without their consent.

*Extension*.—The regents extend to the people at large increased educational opportunities, facilities, stimulate interest therein, recommend methods, designate suitable teachers and lecturers, conduct examinations and grant credentials, and otherwise organize, aid, and conduct such work.

*Visitation*.—The regents or their representatives visit, examine into, and inspect the institutions in the university and require annual reports duly verified from the various institutions of the university. For refusal or continued neglect to make any report required or for violation of any law or any rule of the university, the regents may suspend the charter or any of the rights and privileges of such institution.

Chancellor and a vice chancellor elected by the regents; regents provide for regular meetings and called meetings may be held; commissioner of education is executive officer; 7 constitute a quorum.

Necessary expenses.

tendent of schools, and 1 a person connected with educational work.

The number shall be 3 more than the number of existing judicial districts; each judicial district shall always have 1 regent; no regent shall be a trustee, president, principal, or any other officer of an institution of the university; elected by legislature in joint sessions.

12 years; 1 elected each year.

New York. . . . .  
Regents of the  
University of  
the State of New  
York (contd.)



*Digest of laws relating to State boards of education—Continued.*

| State.   | Members. | Term.   | Composition.  | Compensation.  | Organization.  | Powers and duties.  |
|--|----------|---|---|--|--|---|
| New York—Contd.  |          |   |   |  |  |   |
| North Carolina.....<br>(Cons. Art. IX,<br>sec. 8; school<br>laws, 1919, pp.<br>13-14, 75, 80.) | 7        |   | Governor, lieutenant gov-<br>ernor, secretary of state,<br>treasurer, auditor, super-<br>intendent of public in-<br>struction, and attorney<br>general.   | Contingent ex-<br>penses provided<br>by legislature.   | Governor is president;<br>superintendent is<br>secretary; majority<br>is a quorum; meets<br>at such times as a<br>majority elect, but<br>governor may call a<br>meeting at any time. | <i>Departments.</i> —The regents establish such departments<br>and divisions as they deem useful in the discharge of their<br>duties. The educational and administrative work is per-<br>formed by 5 departments of the university—higher educa-<br>tion, secondary education, elementary education, State<br>library, and science. The work of these departments is<br>distributed among 13 divisions—viz, administration, at-<br>tendance, educational extension, examinations, history, in-<br>spections, law, library school, public records, school libra-<br>ries, statistics, visual instruction, and vocational schools.<br><i>Education: building.</i> —It is occupied exclusively by the<br>university, including the various departments and divi-<br>sions of the work, together with such other work as the<br>regents may, in their discretion, provide for therein. The<br>building and the offices of the departments are maintained<br>at State expense.<br>Controls State permanent school fund ("literary fund");<br>appropriates State school funds; loans money from literary<br>fund to county boards to build or improve schoolhouses;<br>adopts uniform system of textbooks in conjunction with<br>subtextbook commissioners; controls colored normal<br>schools; elects directors of the State normal and Indus-<br>trial College and trustees of the East Carolina Training<br>School; may add subjects to course of study prescribed<br>by law for the public schools; approves establishment of<br>public high schools by county boards.<br>General supervision and administration of all State penal,<br>charitable, and educational institutions; general super-<br>vision of the public and common schools; appoints a<br>temporary commission to investigate kinds and cost of<br>library and textbooks for use in public schools; appoints<br>a commission to have charge of certification of teachers,<br>standardization of schools, examination of course of study for<br>public schools, and high school pupils, preparation of course of study for<br>public schools, and such other work as may be assigned<br>by the board.<br>Controls State educational institutions except State agri-<br>cultural and mechanical college and district agricultural<br>schools; has general supervision of the public schools;<br>adopts courses of study for common schools; arranges<br>courses of study and adopts textbooks for higher institu-<br>tions; makes rules regarding the issuance of certificates;<br>prepares examinations for applicants for county and State<br>certificates; examines applicants for State certificates;<br>prepares examinations for graduates of the eighth grade;<br>classifies high schools and accredits them to higher institu- |
| North Dakota.....<br>(Session laws,<br>1919, ch. 71.)  | 5        | Appointed<br>members, 6<br>years.   | State superintendent and<br>commissioner of agricul-<br>ture and labor ex officio<br>and 3 members appointed<br>by the governor.  | Appointed mem-<br>bers \$3,000 each<br>and necessary<br>traveling expen-<br>ses.                                       | Board elects a presi-<br>dent and an execu-<br>tive secretary, the<br>latter not being a<br>member of the board.   |   |
| Oklahoma.....<br>(Cons., Art. XIII,<br>sec. 5; school<br>laws, 1919, pp.<br>390-406.)          | 7        | Appointive<br>members, 6<br>years, 2 ap-<br>pointed ev-<br>ery 2 years;<br>may not be<br>removed<br>during term<br>except for<br>cause. | Superintendent of public in-<br>struction, and 6 members<br>appointed by the gov-<br>ernor, at least 2 of whom<br>shall have had at least 4<br>years' experience in actual<br>school work, 2 of which<br>must have been in Okla-<br>homa. | \$6 a day, traveling<br>expenses and<br>hotel expenses<br>not to exceed \$3<br>a day for ap-<br>pointive mem-<br>bers. | Superintendent is pres-<br>ident; secretary ap-<br>pointed by president<br>to receive \$2,100 per<br>annum.  |   |

tions; outlines courses for reading circles; formulates rules regarding the organization, etc., of commercial and business colleges; is State textbook commissioner; prepares and submits budget for institutions under its control; approves colleges and universities which grant academic and professional degrees; apportions supplementary aid to weak districts; makes rules for administration.

Prescribes rules for the general government of the public schools; authorizes textbooks adopted by textbook commission; prepares a course of study for grammar-grade schools; prescribes rules fixing standards for high schools receiving money from county high-school fund; indicates at least 60 per cent of the questions in theory and practice used in county examinations; decides appeals made to State superintendent and submitted by him.

Controls all real and personal property belonging to the State school fund; reports and recommends to the governor and legislature necessary legislation to make schools efficient; equalizes, through special appropriations or otherwise, the educational advantages of the different parts of the State; inspects and requires reports from schools or institutions wholly or partly supported by the State; encourages and promotes instruction in agriculture, manual training, and household arts; prescribes rules for the sanitary equipment and inspection of school buildings; prepares plans for school buildings; provides for education of certain blind children; makes rules and regulations for management of State normal schools; administers vocational education; makes appointments to State scholarships.

Has general supervision and control of public schools; high schools, normal schools, and normal institutes; appoints State commissioner of education; prepares and furnishes blanks on which reports from all State-aided schools or institutions are required; furnishes registers for private schools and receives reports from them; provides scholarships at Brown University for post-graduate work in preparation for teaching; provides for examinations and certification of teachers; administers teachers' pension law; supervises education of blind; apportions money for public libraries; prescribes books for same, and provides for visitation and examination; maintains a system of traveling libraries; apportions State aid for deficient schools; provides supervision for certain towns; appoints to State scholarships at Rhode Island School of Design and Rhode Island College of Pharmacy; serves as State board for vocational education; apportions State aid for vocational education; supervises reeducation and rehabilitation of crippled victims of industry; approves standards for "reading and writing" tests in Americanization and appoints supervisor of Americanization.

Superintendent is secretary; meets in January and July.

Superintendent is president and chief executive officer of board; makes its own by-laws and has such officers it deems necessary.

Governor is president, commissioner of education is secretary; holds monthly meetings and may hold special meetings on call of president or secretary.

Governor, secretary of state, and superintendent of public instruction.

Necessary expense incurred in the performance of their duties.

Necessary expenses incurred in the discharge of duties.

Superintendent of public instruction, ex officio, and 6 members appointed by the governor with the consent of two-thirds of the senate; 3 of appointive members shall be successful educators of the State.

Governor and Lieutenant governor ex officio, and 6 members elected by the legislature for 6 years. 1 member from each county in the State, except Providence County, which has 2 members.

Appointive members 6 years, 1 appointed each year.

Elective members, 6 years; 2 elected each 2 years.

Oregon.  
(School laws, 1919,  
pp. 6, 19, 140.)

Pennsylvania.....  
(School laws, 1919,  
pp. 52, 60-61, 99,  
121, 164, 184.)

Rhode Island.....  
(School laws, 1919,  
pp. 8-11, 25-27,  
38, 46, 67, 75; ch.  
678, Apr. 25,  
1911; ch. 828,  
Apr. 29, 1912; ch.  
839, May 3, 1912;  
ch. 943, 944, 945,  
946, Apr. 29,  
1913; ch. 1284,  
Apr. 23, 1915; ch.  
1347, Apr. 14,  
1916; ch. 1470,  
Mar. 28, 1917; ch.  
1622, Apr. 17,  
1918; ch. 1634,  
Apr. 19, 1918; ch.  
1737, Apr. 23,  
1919; ch. 1812,  
Apr. 24, 1919.)

*Digest of laws relating to State boards of education—Continued.*

| State.  | Members. | Term.   | Composition.  | Compensation.  | Organization.  | Powers and duties.  |
|---|----------|---|---|--|--|---|
| South Carolina.<br>(School laws, 1919,<br>pp. 11-14, 25, 63,<br>69, 77.)  | 9        | 4 years.....  | Governor and superintendent of education, ex officio, and 7 members appointed by the governor.  | \$4 per diem and mileage as provided for members of legislature; may not be paid for more than 20 days.                | Governor is president; superintendent is secretary; meets on call of the president or a majority of the members; majority is a quorum.                   | Is advisory board to superintendent; adopts rules for the government of public schools; prescribes uniform textbooks; determines appeals; prescribes rules for the examination of teachers; prescribes standards of efficiency for teachers' examinations before county boards; grants and may revoke State teachers' certificates; awards scholarships in the institutions supported in whole or in part by the State; appoints two of the three members of county board of education; prescribes courses of study for high schools; constitutes State high-school board; adopts rules governing school libraries and administers State aid; approves private and parochial schools attended by children between the ages of 8 and 14; administers vocational education. |
| Tennessee.<br>(School laws, 1920,<br>pp. 7-10, 80.)   | 11       | Appointive members, 6 years, 3 appointed every 2 years. | Governor, superintendent of public instruction, ex officio, and 9 members appointed by the governor; at least 3 from each grand division of the State.  | Necessary expenses and \$5 per day while attending meetings or engaged in committee work.                              | Governor designates chairman; superintendent is secretary.   | Has control and management of the State normal schools, fixing course of study, employing teachers and other officers, prescribing entrance requirements and standards for graduation. It prescribes rules for the examination of candidates for county superintendent; classifies high schools and prescribes rules for granting State aid to such schools; regulates the examination and certification of teachers in high schools receiving State aid; adopts rules governing school libraries receiving State aid; apportions special funds for equalizing common schools, consolidation and supervision of rural schools, and supplementing salaries of county superintendents.  |
| Texas.<br>(School laws, 1917,<br>pp. 9-18, 92, 94,<br>96.)  | 3        | .....   | Governor, secretary of state, and comptroller.  | .....  | Governor is president; superintendent is secretary.  | Apportions school funds to counties, cities, towns, and districts; has charge of investment of permanent school fund; may create school districts at eleemosynary institutions; determines appeals from the State superintendent; grants State aid to high schools; administers vocational education, special rural school fund; approves and directs expenditure of funds for State-wide system of free textbooks.   |
| Utah.<br>(Laws of Utah,<br>1917, secs. 4505-<br>4516, 4540-4545,<br>4576-4582; session laws, 1919;<br>ch. 84, 85, 86, 92,<br>93.) | 9        | 6 years.....  | Superintendent of public instruction, president of the State University, president of the agricultural college, ex officio, and 6 other persons appointed by the governor with the consent of the senate. | Members not receiving salaries from the State receive \$4 per diem, and all members receive actual necessary expenses. | Superintendent is chairman; chairman appoints a secretary from among the members; meets on call of chairman at least 4 times a year; majority is quorum. | Has general control and supervision of public-school system; appoints 5 of 7 members to prescribe course of study for common schools; prescribes course of study for high schools; fixes standards for high schools; grants State diplomas and certificates to teachers; may approve diplomas and certificates from other States; promotes establishment and maintenance of libraries; controls Americanization and health education; is State board for vocational education.  |



|   |   |   |  |   |   |   |
|---|---|---|--|---|---|---|
| 5 | 5 years; 1 appointed each year.   | 5 members appointed by governor.  | \$4 per diem and expenses incurred in performance of duties.   | Governor designates chairman; holds at least four regular meetings each year.   | Supervises and manages public educational system, including State schools of agriculture; supervises expenditure of all State money for administration and teachers; provides for publicity regarding educational conditions; provides for educational gatherings, institutes, summer schools, etc.; cooperates with free public library commission; power to create and establish a central normal school or school of education.  | Supervises and manages public educational system, including State schools of agriculture; supervises expenditure of all State money for administration and teachers; provides for publicity regarding educational conditions; provides for educational gatherings, institutes, summer schools, etc.; cooperates with free public library commission; power to create and establish a central normal school or school of education.  |
| 8 | Those elected by the senate, 4 years; the 2 appointed by the board serve 2 years. | Governor, attorney general, superintendent of public instruction, and 3 experienced educators elected by the senate from a list of eligibles from the faculties of State institutions. The board thus constituted shall associate with itself 2 divisions superintendents of schools, 1 from a county and 1 from a city; the 2 associate members shall not participate in the appointment of any public-school officials, otherwise their powers are equal with those of other members. | Reasonable expenses to appointive members.   | Superintendent is president; majority constitutes a quorum; meets on call of the president or a majority of the members.                        | Has general administration of public-school system; controls school fund ("literary fund"); divides the State into appropriate school "divisions"; appoints "division" superintendents of schools and fixes the portion of their salaries paid by the State; prescribes the duties of the State superintendent; approves appointment of employees of superintendent's office and determines contingent expenses of such office; makes rules for government of schools; provides for examination of teachers by State board of examiners and for the inspection of schools by inspectors; selects textbooks and other educational appliances; supervises organization of summer normal schools; decides appeals from State superintendents; may amend superintendent's plan of apportionment of State school moneys; may fine, suspend, or remove division superintendents; appoints board of directors of State library; administers teachers' pension law; standardizes high schools and provides for their inspection; controls schools in State reformatories; approves lists of books for traveling libraries; registers higher institutions of learning. | Has general administration of public-school system; controls school fund ("literary fund"); divides the State into appropriate school "divisions"; appoints "division" superintendents of schools and fixes the portion of their salaries paid by the State; prescribes the duties of the State superintendent; approves appointment of employees of superintendent's office and determines contingent expenses of such office; makes rules for government of schools; provides for examination of teachers by State board of examiners and for the inspection of schools by inspectors; selects textbooks and other educational appliances; supervises organization of summer normal schools; decides appeals from State superintendents; may amend superintendent's plan of apportionment of State school moneys; may fine, suspend, or remove division superintendents; appoints board of directors of State library; administers teachers' pension law; standardizes high schools and provides for their inspection; controls schools in State reformatories; approves lists of books for traveling libraries; registers higher institutions of learning. |
| 7 | Appointed and elected members hold office for 2 years.                            | Superintendent of public instruction, president of the university, president of the State college, principal of one of the normal schools elected by the principals of State normal schools, and 3 holders of State life diplomas appointed by the governor, 1 a superintendent of a first-class district, 1 a county superintendent, and 1 a principal of a 4-year high school.  | Actual necessary expenses; members not already on salary may receive \$5 per day when on special committee work. | Superintendent is president, deputy superintendent is secretary; one meeting annually and necessary special meetings on call of superintendent. | Prescribes rules for the general government of the common schools; prepares outline courses of study for primary, grammar, and high schools; prepares questions for examinations for graduation from grammar schools; examines and accredits secondary schools; outlines high-school extension courses and prescribes examinations; prepares questions to be used by county superintendents in examining teachers; approves entrance requirements at State university, State college, and State normal schools; approves courses of study in normal training in higher institutions; outlines courses of study in physical education for elementary schools, high schools, and courses of study in higher institutions; classifies high-school districts; is State board for vocational education.  | Prescribes rules for the general government of the common schools; prepares outline courses of study for primary, grammar, and high schools; prepares questions for examinations for graduation from grammar schools; examines and accredits secondary schools; outlines high-school extension courses and prescribes examinations; prepares questions to be used by county superintendents in examining teachers; approves entrance requirements at State university, State college, and State normal schools; approves courses of study in normal training in higher institutions; outlines courses of study in physical education for elementary schools, high schools, and courses of study in higher institutions; classifies high-school districts; is State board for vocational education.  |

Vermont.....

Virginia.....  
(School laws, 1910.)Washington.....  
(School laws, 1909,  
pp. 12-14, 108,  
109, ch. 16, Feb.  
18, 1911.)

| State.   | Members. | Term.   | Composition.  | Compensation.  | Organization.   | Powers and duties.   |
|--|----------|---|---|--|---|--|
| West Virginia.....<br>(School laws, 1919,<br>pp. 10-17.)   | 7        | Appointive members, 6 years, 1 appointed each year.                                       | Superintendent of free schools ex officio; 6 members appointed by governor, at least 3 of whom are engaged in school work; not more than 3 appointive members from the same political party.  | Appointive members of board and advisory council, \$1,000 per year and expenses incurred in attendance on meeting.   | Board elects president and vice president from its membership; elects a secretary, salary \$1,500 per year; State superintendent is executive officer. Board has advisory council on behalf of colored schools composed of 2 members appointed by governor besides supervisor of colored schools. | Makes rules and regulations concerning the standardization and classification of all schools; has general direction over training of teachers; provides minimum standards for courses of study; approves plans for erection of all school buildings; adopts textbooks; employs teachers for the State institutions; regulates expenditure of funds appropriated for school purposes by the State legislature and by the Federal Government.  |
| Wisconsin.....<br>(Laws, 1917, pp. 787-791; 1919, p. 100.) | 10       | Governor's appointees, 5 years, 1 appointed each year; other appointive members, 2 years. | Governor and State superintendent ex officio; 5 members appointed by governor; 3 members appointed 1 each by regents of university, regents of normal schools, and State board of vocational education from appointive membership of such boards. | Members other than those receiving salaries form the State or State institutions receive \$3 per day not exceeding 60 days in any one year and actual expenses incurred. | Board elects its president; may appoint and fix compensation of secretary and other employees.  | Exclusive charge and management of all financial affairs relating to capital account and biennial estimates for the educational activities of the State; examines and studies business methods and management of and expenditure of public funds for common schools, high schools, county training schools, county schools of agriculture and domestic economy, continuation, commercial, industrial and evening schools, day schools for deaf and blind, Stout Institute, mining trade school, normal schools, and university; ascertains financial and business needs of such schools; reports thereon to legislature. |
| Wyoming.....<br>(School laws, 1919,<br>pp. 7-12.)          | 7        | Appointed members, 6 years, 2 appointed every 2 years.                                    | State superintendent ex officio and 6 members appointed by him with approval of governor.   | Traveling and other necessary expenses.  | Board elects chairman; commissioner of education is secretary.  | Has general oversight of vocational and other special schools; prescribes standards of courses of study and provides for printing and distribution; provides for grading and standardization of schools; may make rules and regulations for construction of school houses; may make rules and regulations governing location and selection of grounds; prescribes and publishes annually courses of reading; recommends textbooks; publishes lists of approved textbooks.  |

## STATE SUPERINTENDENT OF PUBLIC INSTRUCTION.

Data regarding the title, term, manner of selection, salary, and powers and duties of the State superintendent of public instruction or other chief State school officer are given in the tabular statement on pages 26 to 33.

*Title.*—Eight different titles are used by the several States in designating the chief State school officer. The most common title is that of "superintendent of public instruction," which is now used in 30 States; next in point of numbers is "commissioner of education," which is now used in 9 States, a gain of 5 States since 1915; the States using that term are Connecticut, Delaware, Massachusetts, Minnesota, New Hampshire, New Jersey, New York, Rhode Island, and Vermont. In Alabama and South Carolina the chief State school officer is designated superintendent of education; in Georgia and Maryland, superintendent of schools; in Maine and Missouri, superintendent of public schools; in Louisiana and Mississippi, superintendent of public education; in West Virginia, superintendent of free schools. In a considerable number of States the title is designated in the State constitution and can not easily be changed. The trend, however, seems to be in favor of "commissioner of education," which title came into use in connection with State officers in very recent years and has already been adopted in 9 States.

*Term of office.*—The terms of office of chief State school officers vary widely in the different States, ranging from 1 year to an indefinite term. In Delaware and Rhode Island, the term is only 1 year; in 14 States, Arizona, Arkansas, Colorado, Georgia, Idaho, Indiana, Kansas, Michigan, Nebraska, North Dakota, South Carolina, South Dakota, Tennessee, and Texas, the term is 2 years; in Maine, 3 years; in 24 States, Alabama, California, Florida, Illinois, Iowa, Kentucky, Louisiana, Maryland, Mississippi, Missouri, Montana, Nevada, New Mexico, North Carolina, Ohio, Oklahoma, Oregon, Pennsylvania, Utah, Virginia, Washington, West Virginia, Wisconsin, and Wyoming, 4 years; in Massachusetts and New Jersey, 5 years; in Minnesota, 6 years; and in Connecticut, New Hampshire, New York, and Vermont, the term is indefinite, the officer serving at the pleasure of the State board.

*Manner of selection.*—Three methods of selecting the chief State school officer are followed: Election by the people, in 34 States; appointment by the governor, in 6 States; appointment by State board of education, in 8 States. The changes in methods by the various States since 1915 are as follows: Iowa, from appointment by governor to election by the people; Delaware, Maryland, Minnesota, and New Hampshire, from appointment by governor to appointment by State board; and Massachusetts, where the State board has been



made an advisory body, from appointment by State board to appointment by governor. The following shows the present method of selection in the various States:

He is elected by the people in Alabama, Arizona, Arkansas, California, Colorado, Florida, Georgia, Idaho, Illinois, Indiana, Iowa, Kansas, Kentucky, Louisiana, Michigan, Mississippi, Missouri, Montana, Nebraska, Nevada, New Mexico, North Carolina, North Dakota, Oklahoma, Oregon, South Carolina, South Dakota, Texas, Utah, Virginia, Washington, West Virginia, Wisconsin, and Wyoming.

He is appointed by the governor in Maine, Massachusetts, New Jersey, Ohio, Pennsylvania, and Tennessee.

He is appointed by the State board of education in Connecticut, Delaware, Maryland, Minnesota, New Hampshire, New York, Rhode Island, and Vermont.

The following statement regarding the selection of the chief State school officer is reprinted from the bulletin of this bureau, 1915, No. 5:

In nearly all of the States the office of State superintendent of public instruction was created as a political office; in the majority it has remained a political office; it is difficult to change it. There is a diversity of opinion among educational leaders as to how, in the interest of greater efficiency, he ought to be appointed, but the majority seem to favor his selection by a nonpartisan State board of education. Some of the serious disadvantages of his election by popular vote are reasonably clear:

(a) This method of appointment limits the field from which it selects the man for the position; he must be a citizen of the given State. In States where the superintendent is appointed by the State board of education, and in some States where he is appointed by the governor, he may be selected from the country at large. The city board of education selects its superintendent of schools from the country at large. Trustees of colleges and universities, even of State universities, select executive heads of these institutions from the country at large. Boards of directors in control of large business interests select their executive officers from the country at large. Such freedom of selection is clearly in the interest of better service.

(b) Where the State superintendent is elected by popular vote the salary is fixed beforehand by law; the salary can not be adjusted to fit the man desired, but a man must be found to fit the salary. It is clearly in the interest of better service that city school boards, trustees of colleges and universities, and boards of business directors have authority to adjust the salary of executive officers to the needs and effectiveness of the service.

(c) Where the State superintendent is selected by popular vote the term of office is short, two to four years, and reappointment is uncertain. The superintendent can not count on winning reappointment by rendering good service. Lack of continuity in the service, lack of basis for making and working out far-reaching plans, is a serious handicap to the superintendent, however capable.

(d) This method of appointment makes the office a political one and subjects it to all the fluctuations of party and factional politics. Under these conditions the position is not attractive; no one can look to it as a career.

These serious objections to the selection of the State superintendent by popular vote hold true in part at least when the appointment is left to the governor. In a few States the governor is authorized to select the State superintendent from within or without the State. In eight States, as previously mentioned, the State superintendent is appointed by the State board and is the executive officer of the board, performing such

duties as directed by it. If the State board is to be made responsible for the State's educational business, it would seem that it should have the selection of its own executive officer; it should be free to select him from the country at large; it should have power to determine his compensation, and should keep him at his post as long as he is effective.

Attention is called to the situation in two States, Idaho and Wyoming, each of which has a commissioner of education appointed by the State board in addition to a superintendent of public instruction elected by the people. In each of these States certain functions in regard to educational policies and management are assigned to the commissioner of education. In Idaho the commissioner receives a salary of \$6,000 per annum, and in Wyoming he receives \$3,000, the same amount that is paid the State superintendent.

*Powers and duties.*—In practically all the States having boards of education, the chief State school officer is executive officer of the board, whether appointed by the board or selected otherwise. As such executive officer he submits to the board recommendations regarding the administration of the school system and carries out the policies of the board. In States not having boards he is the sole executive officer of the State school system. The powers and duties of the superintendent in each State are summarized in the following pages.

*Digest of laws relating to chief State school officer.*

| State, and title of officer.                                 | Term of office in years. | Manner of selection.                   | Salary. | Powers and duties.  |
|--|--------------------------|--|---------|---|
| Alabama.....<br>State superintendent of education.           | 4                        | By vote of the people.                 | \$5,000 | Carries into effect the educational policies of the State board of education; apportions school funds; interprets school laws; decides controversies; calls and conducts educational conferences; receives reports from and examines expenditures, business methods, and accounts of boards of education; prepares rules for construction of school buildings and for teachers' certificates; prepares minimum courses of study for elementary schools, high schools, normal schools, and college courses for training of teachers; prepares rules for the protection of the health, physical welfare, and physical inspection of school children; prepares rules for grading and standardizing elementary and high schools and minimum requirements for issuance of certificates and diplomas in such schools; inspects high schools; prepares uniform series of blanks and forms for public and private schools which shall conform as nearly as may be to the forms and blanks recommended by the United States Bureau of Education. |
| Arizona.....<br>Superintendent of public instruction.        | 2                        | .....do.....                           | 3,300   | Is a member and secretary of State board of education; is chairman of State board of examiners; superintends the public schools; under supervision of State board apportions school funds to counties; prepares and distributes course of study prescribed by State board; publishes and distributes pamphlets regarding the observance of special days; prepares and furnishes report blanks; makes a report to governor; has school laws printed and supplies them to school officers and libraries; holds annual meetings of county superintendents.   |
| Arkansas.....<br>State superintendent of public instruction. | 2                        | .....do.....                           | 2,500   | Is member and chairman of State board of education; is general executive officer of the State board; has general supervision of the public schools; prepares graded course of study; apportions school funds; furnishes questions to county examiners of teachers; issues State teaching certificates under supervision of State board; makes annual report to governor; publishes school laws; prescribes uniform system of keeping school accounts; outlines county institute work.   |
| California.....<br>Superintendent of public instruction.     | 4                        | .....do.....                           | 5,000   | Is secretary and executive officer of State board of education; is regent of University of California, trustee of each State normal school, trustee of California Polytechnic School; has general supervision of the schools of the State; apportions State school funds; prepares and furnishes blanks and forms for making uniform reports; visits normal schools, the several orphan asylums to which State appropriations are made, and public schools, and inquires into their condition; may hold annual convention of county and city superintendents; reports biennially to governor; has school laws printed and furnishes copies to officers and libraries; enforces use of State textbooks; distributes textbooks; cancels permits to work.  |
| Colorado.....<br>Superintendent of public instruction.       | 2                        | .....do.....                           | 3,000   | Is member and president of State board of education; has general supervision of public schools; apportions school funds to counties; has supervision of county superintendents; has school laws printed in pamphlet form; decides all points regarding the construction of the school laws; prepares questions for use of county superintendents in examining teachers; furnishes blanks and registers to school officers for making reports; reports to governor with suggestions; visits schools in counties if practicable; prepares and furnishes test cards for the physical examination of pupils; apportions normal institute fund; is member and president of State board of examiners; is member of board of trustees of State normal school; prepares test charts for physical examination.   |
| Connecticut.....<br>Commissioner of education.               | (1)                      | Appointed by State board of education. | 9,000   | Is executive officer of the State board of education and performs such duties as State board directs; determines whether State aid for failure to comply with the law; reports to the State comptroller the list of towns and districts forfeiting State aid for failure to comply with the law and the amount of forfeitures; furnishes blanks and registers for returns from private schools; draws order for school-library money.   |
| Delaware.....<br>State commissioner of education.            | 1                        | Appointed by State board of education. | 5,000   | Is secretary and executive officer of the State board of education; performs such duties as the board may direct; keeps record of official acts of State board and conducts its correspondence; prepares and publishes school laws; audits accounts of school officers; directs school census; prepares measures for approval and adoption by State board; approves all plans, sites, and contracts for new buildings.  |



|   |   |                           |       |  |
|---|---|---------------------------|-------|--|
| Florida.<br>State superintend-<br>ent of public in-<br>struction.     | 4 | By vote of the<br>people. | 3,000 | Is member and secretary of State board of education; executive officer of State board for vocational education; has oversight of all matters pertaining to public schools and to school buildings and grounds; apportions State school funds to counties; has printed and distributes school laws to school officers and teachers; decides appeals or refers them to board of education; holds meetings of county superintendents; holds teachers' institutes and employs instructors for them; prepares questions for county examinations; holds examinations for and issues State certificates; may grant life certificates; preserves certified copies of lists of persons paying poll taxes; nominates persons to fill vacancies on county boards; nominates school inspectors and 3 members of examining committee.   |
| Georgia.<br>State superintend-<br>ent of schools.                     | 2 | .....do.....              | 4,500 | Is member, secretary, and chief executive officer of State board of education; member of State board for vocational education, State geological board, State board of health, boards of elementary, corrective, and educational institutions to which public funds are appropriated, and illiteracy commission; apportions public-school funds; appoints with consent of board three State supervisors; appoints an expert accountant to audit books of school officers; institutes suits to recover misapplied funds; prepares blanks for reports from subordinate school officers; may suspend a county superintendent for cause; visits all counties as far as practicable; makes annual report; organizes county institutes.   |
| Idaho <sup>2</sup> .<br>Superintendent of<br>public instruc-<br>tion. | 2 | .....do.....              | 2,400 | Is member and executive officer of State board of education; executive officer of State board for vocational education; member State library commission; superintends generally the public schools; apportions State school funds; holds conventions of county and city superintendents and district principals; prepares and furnishes necessary blanks to officers and teachers; has school laws printed and furnishes them to school officers and libraries; makes biennial report to governor; visits all counties if practicable; is member of summer normal school commission and visits such schools annually; prepares questions for examination of teachers.  |
| Illinois.<br>State superintend-<br>ent of public in-<br>struction.    | 4 | .....do.....              | 7,500 | Has general supervision of public schools; advises county superintendents as to conduct of the schools, construction of schoolhouses, etc.; designates statistics to be reported to county superintendents and may require reports from such superintendents; is legal adviser of school officers; hears and determines controversies; grants State certificates; may remit forfeited school funds to districts; requires auditor to withhold funds from counties until necessary reports are made; requires county superintendents to withhold funds from delinquent districts; visits charitable institutions of an educational nature; is member and secretary of normal school board; member of board of trustees of State university; member and president of board of trustees of State teachers' pension and retirement fund; member and chairman of State examining board; member and chief executive officer of State board for vocational education. |
| Indiana.<br>Superintendent of<br>public instruc-<br>tion.             | 2 | .....do.....              | 5,000 | Is member and president of State board of education; has general supervision of the public schools; visits each county at least once during his term to examine auditor's books; has supervision of the school funds with special reference to their safe investment; may require reports from school officers and for such purpose furnishes blanks; prescribes forms of bookkeeping; has school laws printed; interprets school laws to school officers; indorses approved certificates issued in other States; appoints a deputy superintendent in charge of industrial education.  |
| Iowa.<br>Superintendent of<br>public instruc-<br>tion.                | 4 | .....do.....              | 4,000 | Has general supervision and control over all public schools; ascertains needs of schools and suggests needed changes; classifies the various schools and formulates courses of study; promotes vocational education; prescribes reports to be made by officers and teachers and prepares forms therefor; reports annually school census to State auditor; prepares plans and specifications for schoolhouses; provides for county teachers' institutes; prepares questions for applicants to teach and for eighth-grade examinations; has school laws published; hears and determines appeals; designates training schools for rural teachers.   |
| Kansas.<br>Superintendent of<br>public instruc-<br>tion.              | 2 | .....do.....              | 3,000 | Is member of State board of education; has general supervision of the public schools; distributes State school funds to counties; publishes school laws and distributes to persons entitled to receive them; decides controversies submitted through county superintendents; prescribes and furnishes blank forms; visits each county of the State at least once in 2 years; is member of textbook commission which is authorized to prepare and publish textbooks to be sold to schools at cost; files and preserves reports made to him; reports biennially to governor.   |
| Kentucky.<br>Superintendent of<br>public instruc-<br>tion.            | 4 | .....do.....              | 4,000 | Is member and chairman of State board of education; is member of State board of examiners; apportions State school funds; inspects fiscal affairs and conduct of the offices of all school officials who handle public-school money and sees that all laws and regulations are enforced; visits and inspects all schools if practicable; prepares blanks, etc., for reports and fur- nishes them to school officers; collects and publishes general information in his biennial report regarding institutions for deaf, dumb, blind, and feeble-minded; edits school laws biennially and publishes them with instructions, etc.; on request hears and determines appeals.  |

<sup>1</sup> Indefinite.<sup>2</sup> Idaho has also a "State commissioner of education" appointed by the State board of education, at a salary of \$6,000 per year, who acts as an adviser to the board on educational policies.





|  |                  |  |        |  |
|--|------------------|--|--------|--|
| Mississippi.....<br>Superintendent of<br>public education. | 4                | By vote of the<br>people.                    | 4, 500 | etc.; hears and determines appeals; enforces a uniform system of accounts and reports; examines and approves plans and specifications for schoolhouses; is member of State normal-school board, member of board of regents of State university.  |
| Missouri.....<br>Superintendent of<br>public schools.      | 4                | .....do.....                                 | 3, 000 | Is member and president of State board of education; has general supervision of the public schools; apportions State school fund to counties and separate districts; prepares questions for county teachers' examinations; visits and inspects county agricultural high schools and reports thereon to board of education, is member of board of trustees of higher educational institutions; is member of State text-book commission.   |
| Montana.....<br>Superintendent of<br>public instruction.   | 4                | .....do.....                                 | 3, 600 | Is member and president of State board of education; has supervision of school funds; apportions school funds to counties; requires copies of records and such other information from county and district officers as he may deem important; prepares and transmits blanks, etc.; reports; has school laws printed and distributed; enters with and advises school officers; visits and inspects schools; attends and assists in teachers' meetings; grants State teachers' certificates; visits and inspects high schools and publishes classified list; prescribes minimum course of study for each class; fixes time and place of county superintendents' convention; furnishes to county superintendents a list of publishers who have complied with text-book law; designates first-class high schools in which teachers' training courses may be offered; receives reports from State educational institutions; controls distribution of State aid to high schools and to rural schools; is executive officer of board for vocational education. |
| Nebraska.....<br>Superintendent of<br>public instruction.  | 2                | .....do.....                                 | 2, 000 | Is member and secretary of State board of education; has general supervision of the public schools; apportions State school fund to counties; prepares courses of study for elementary and high schools and prescribes to what extent they shall be used; prepares and furnishes to school officers blanks, etc.; prescribes rules for holding teachers' institutes and summer schools; prepares list of instructors and attends and assists at such institutes; advises county superintendents; furnishes copies of school laws; hears and determines appeals; prepares questions for county teachers' examinations; may grant temporary State certificates; prepares list of books for school libraries.   |
| Nevada.....<br>Superintendent of<br>public instruction.    | 4                | .....do.....                                 | 3, 600 | Has general supervision of the public schools; apportions State school funds; has supervision of State aid to weak districts; has supervision of State-aided high schools; designating those to give courses in agriculture, manual training, and home economics; also those to conduct teacher-training courses; decides disputed points in school law; prescribes forms for reports and makes rules for all proceedings under the school laws; organizes and attends institutes; organizes and manages junior normals; issues State certificates and prepares questions for all teachers' examinations; both county and State, grades the answer papers and makes rules for the conduct of such examinations; approves city school certificates; furnishes approved price lists of textbooks to school districts; is member of State normal school board, State library commission, State dental board, and State board of embalmers; is secretary of State board for vocational education.  |
| New Hampshire.....<br>Commissioner of<br>education.        | ( <sup>1</sup> ) | Appointed by<br>State board<br>of education. | 5, 000 | Is member and secretary of State board of education; apportions State school fund; apportions county school funds to districts; visits counties at least once in each year to conduct institutes, visits schools, etc.; prescribes rules for making reports and furnishes blanks, etc.; has school laws printed and furnished to school officers; holds State teachers' institutes biennially and district institutes in other years; may call county institutes; calls meetings of State board of education; nominates deputy superintendents to State board; requires reports from deputy superintendents; is director of orphans' home; appoints census marshals in new districts; fills vacancies on county boards for unexpired terms; makes arrangements for care of deaf, dumb, and blind; decides appeals from teachers and school boards; determines county school tax when county board fails so to do.  |

1 Indefinite.



*Digest of laws relating to chief State school officer—Continued.*

| State, and title of officer.  | Term of office in years. | Manner of selection.       | Salary.  | Powers and duties.   |
|---|--------------------------|----------------------------|----------|--|
| New Jersey.....<br>Commissioner of education.                               | 5                        | Appointed by the governor. | \$10,000 | Under State board of education has general supervision of public schools; designates a clerk to serve as secretary of State board of education; appoints four assistant commissioners; appoints inspector of buildings and inspector of accounts; apportions State funds to counties; may prescribe courses of study for elementary and high schools; prescribes methods of ascertaining what children are below normal; directs county collector to withhold State funds from delinquent districts; is one of the trustees of the school fund; is a member of all boards of examiners; appoints county superintendents and helping teachers; holds annual meetings of city and county superintendents, inspectors of city and county superintendents as to their duties in conduct of schools, construction of schoolhouses, etc.; directs withholding salary of teacher not complying with law; requires reports from institutions receiving State aid; prepares blanks for making all reports and conducting proceedings under school laws; causes school laws to be printed; decides controversies subject to appeal to board of education; loans plans for schoolhouses to districts and may require abandonment of unfit building; is member of public library commission and trustee of school fund.  |
| New Mexico.....<br>Superintendent of public instruction.                    | 4                        | By vote of the people.     | 3,000    | Is member and secretary of State board of education; has general supervision of public education; apportions current school fund to counties; distributes State-aid fund to weak districts; has supervision over records and accounts of school boards; may suspend county superintendent for neglect of duty; visits counties as often as practicable to hold teachers' meetings, advise with county superintendents, etc.; appoints State director of industrial education; has printed and distributes blanks for reports; receives reports from school officers; has school laws printed; hears and decides controversies; enforces law relating to building of schoolhouses.  |
| New York.....<br>President of the university and commissioner of education. | (2)                      | Elected by the regents.    | 10,000   | A president of the university, in addition to such other duties and functions as may otherwise be devolved upon him with the power and duty of general supervision over all educational work and activities in this State, it is his duty also to devote himself to educational research, to the study of the educational work of the systems of other jurisdictions and, with the approval of the regents, to introduce and originate so far as possible better methods of education and especially to endeavor in every feasible way to bring about the improved development and greater usefulness of the common schools of the State. He may attend all meetings of the board and its committees, submit matters for their consideration and participate in their discussion. The commissioner of education is alone eligible for election to the office of president. As commissioner of education, he is the chief executive officer of the State system of education and of the university. In case of vacancy the chancellor succeeds to and has the power of the commissioner, or if his office be vacant the succession devolves upon the vice-chancellor or the senior regent or a deputy appointed by the same if he be at the same time a university officer or regent. The general powers and duties of the commissioner prescribed by the law comprise: Enforcement of all general and special laws relating to the educational system of the State and the execution of all educational policies determined by the regents; the general supervision over all schools and institutions, examinations, and inspections; general supervision of industrial schools, trade schools, and schools of agriculture, mechanic arts and home making; of Syracuse State College of Forestry, of Cobleskill Agricultural School, of the State College for Teachers; responsibility for the safe-keeping, proper use of the seal, the books, the records of the university and for the proper administration and discipline of the various offices and divisions of the department; the annuement of teachers' certificates and normal diplomas; the preparation and preservation of teachers' records; the preparation of registers, blanks, forms and regulations affecting the common schools and their officers; the administration of oaths and affidavits relating to the duties of his office or the schools of the State; authority to furnish visual instruction through the schools, institutions, and organizations of the university; authority to organize and maintain courses in schools to train teachers who shall give instruction to illiterates, and to divide the State into zones and appoint directors and teachers for the education of illiterates and non-English speaking persons; and the execution of such other powers and duties as he is charged with by the regents. |

|  |   |                               |        |   |
|--|---|-------------------------------|--------|---|
| North Carolina.....<br>Superintendent of<br>public instruc-<br>tion. | 4 | By vote of the<br>people.     | 4,000  | Is member and secretary of State board of education; signs all orders paid by State treasurer for school purposes; publishes school laws and sees to their enforcement; instructs school officers, who must obey his instructions and interpretation of the school law; has supervision of loaning of literary fund for construction of schoolhouses; prepares blanks, etc., for reports; prescribes courses of study for public high schools; is secretary of textbook commission; is chairman of State board of examiners; is member of boards of trustees of certain State educational institutions; makes rules for rural libraries and furnishes lists of books; is trustee of State library.  |
| North Dakota.....<br>Superintendent of<br>public instruc-<br>tion.   | 2 | .....do.....                  | 3,000  | Is member of State board of administration; chairman of State school commission; chairman of State educational commission; furnishes blanks for records and reports; holds meetings of county superintendents; has school laws printed and distributed to school officers; decides appeals; keeps sample copies and price lists of books furnished by publishers to districts; appoints inspector of State graded schools and high-school inspector; approves plans for schoolhouses; inspects agricultural and training schools; is member of board of university and school lands; is member of board of trustees of teachers' retirement fund; approves books for district libraries.  |
| Ohio.....<br>Superintendent of<br>public instruc-<br>tion.           | 4 | Appointed by<br>the governor. | 4,000  | Has general supervision of public education; has supervision of State school funds; requires reports from school officers and prescribes forms; makes an annual statistical report to the governor; has school laws printed and distributes to school officers; requires reports from private schools; on application by 3 taxpayers, appoints an examiner to audit a school district's account; submits abstract of enumeration of youth to State auditor for apportionment of school fund; requires reports of high schools and grades such schools; furnishes names of publishers of textbooks with prices, etc.; inspects day schools for deaf, blind, and crippled; prepares questions for examinations for county teachers' certificates; evaluates a credit required to take local examinations; approves colleges granting degrees; appoints State board of examiners and countersigns all certificates issued by them; appoints a sufficient number of assistants; appoints high-school inspectors; approves applications for State aid and rules of county examiners; standardizes the elementary schools of the State, furnishing suitable placards for same; issues provisional certificates to graduates of approved teacher-training courses, and renews all professional (that is, 5 and 8 year) certificates, establishes teacher-training courses in high schools and approves directors of same; receives reports of city, county, and State school examiners; is member, secretary, and administrative officer of State board of education which administers vocational education. |
| Oklahoma.....<br>Superintendent of<br>public instruc-<br>tion.       | 4 | By vote of the<br>people.     | 2,500  | Is member and president of State board of education; has general supervision of educational interests; apportions State school fund to counties; publishes school laws; hears and decides controversies; furnishes blanks, etc., for reports; preserves records and school documents; appoints State school inspector; is member of commission on agricultural and industrial education; grants life certificates to graduates of State university on 24 semester hours in education; grants 2-year certificates on 1 year's attendance in State university; is head of department of high-school inspection and appoints 3 inspectors.   |
| Oregon.....<br>Superintendent of<br>public instruc-<br>tion.         | 4 | .....do.....                  | 3,000  | Is member and secretary of State board of education; has general supervision of county and district school officers and of the public schools; prepares questions for examinations of graduates of eighth grade; prescribes 2 years of course of study for high schools; visits, if practicable, every county annually; attends county institutes and assists in their organization and development; keeps statistics of schools; prepares blanks, etc., for uniform reports; compiles and annotates school laws; decides appeals or may submit them to State board; issues letters and circulars to school officers relative to the conduct of the schools; holds annual State teachers' association; appoints a board of 9 examiners to prepare questions for State examinations of teachers; appoints professional teachers to grade papers; issues State certificates; is member of State library commission; classifies correspondence schools; prepares reading-circle course and rules.  |
| Pennsylvania.....<br>Superintendent of<br>public instruc-<br>tion.   | 4 | Appointed by<br>the governor. | 12,000 | Is member, president, and executive officer of State board of education; has general supervision of public schools; apportions State appropriation; signs order of payment of State school funds to district; prescribes minimum course of study for public schools; issues commissions to superintendents and assistant superintendents and fills vacancies in the county superintendencies; prepares blanks for reports from school officers; interprets school laws and advises relative to their enforcement; classifies high schools and prescribes rules for admission of pupils; may condemn school buildings unfit for use; issues State teachers' certificates and indorses normal school diplomas; appoints board of normal school examiners; holds meeting of normal school principals to make course of study.  |

\* During the pleasure of the regents.



*Digest of laws relating to chief State school officer—Continued.*

| State, and title of officer.                               | Term of office in years. | Manner of selection.                 | Salary. | Powers and duties   |
|--|--------------------------|--------------------------------------|---------|---|
| Rhode Island.....<br>Commissioner of education.            | 1                        | Elected by State board of education. | \$6,000 | Is secretary of State board of education; apportions State appropriation for public schools; hears and decides appeals and prescribes rules for making appeals; visits towns to inspect schools; assists in securing uniformity of textbooks in all towns; prepares programs for Grand Army flag day and for Rhode Island independence day, arbor, and other special days; approves unions of towns for employment of superintendents and draws order on treasurer for one-half of salaries; approves consolidation of schools; is one of managers of Rhode Island State college; holds teachers' institutes; is member of board of trustees of State normal school.  |
| South Carolina.....<br>Superintendent of education.        | 2                        | By vote of the people.               | 2,500   | Is member and secretary of State board of education; has general supervision of public schools; visits counties to inspect schools and diffuse information; with advice of State board, secures uniformity of textbooks; prepares and furnishes registers, forms, etc., to county superintendents for making reports; has school laws printed; receives reports from State institutions of higher learning; is member of board of trustees of institute for deaf, dumb, and blind; is member of board of trustees of State university and State college; for women.   |
| South Dakota.....<br>Superintendent of public instruction. | 2                        | .....do.....                         | 2,400   | Has general supervision of all public and private schools and of city and county superintendents; meets county superintendents in convention to secure uniform administration of the school laws; inspects and accredits high schools; renders opinions regarding school laws; furnishes blanks for reports of county and city superintendents; attends teachers' institutes and prescribes rules for holding county normal institutes and summer schools for teachers; approves list of institute conductors; holds examinations of teachers and issues certificates; prepares questions for county examinations; is member of teachers' reading circle board of managers; is president of free library commission, State board of health, State child welfare commission; has charge of Americanization, State aid for rural and consolidated schools; establishment of normal training departments and State aid in high schools; approves courses in normal schools, colleges, and universities in State leading to teachers' certificates. |
| Tennessee.....<br>Superintendent of public instruction.    | 2                        | Appointed by the governor.           | 3,600   | Is member and secretary of State board of education; is chairman of State board of examiners; is member of all other educational bodies or associations; is treasurer of the Peabody Normal College fund; collects and disseminates statistical and other information regarding the public schools; makes inspection of public schools; holds county conferences of teachers; prepares and distributes blanks for reports of officers and teachers; has school laws printed and distributed and sees that they are carried out; may appoint persons in each county to examine schools and report thereon; requires county superintendents to report annually; reports scholastic population to State comptroller annually; has general supervision of county high schools; is member of State textbook commission; is member of free library commission; supervises work of the director of library extension.  |
| Texas.....<br>State superintendent of public instruction.  | 2                        | By vote of the people.               | 4,000   | Is secretary of State board of education; apportions State school funds; has general supervision of public schools and of the administration of the school laws; hears and determines appeals from subordinate officers, but his decisions may be reversed by State board; prescribes forms for reports; approves accounts to be paid from school fund by State treasurer; issues instructions to school officers, which instructions are binding; has school laws printed and distributed; requires reports from county, city, and district officers; appoints State board of teachers' examiners and issues State certificates on their recommendation; prepares questions for county examinations; is member of State textbook commission; supervises summer normal institutes; has supervision of school census; is administrative officer in charge of system of distribution of textbooks; is executive officer of State board for vocational education; has charge of administration of \$2,000,000 special fund for rural schools.      |
| Utah.....<br>Superintendent of public instruction.         | 4                        | .....do.....                         | 4,000   | Is member and chairman of State board of education; has general supervision of public instruction; apportions State school funds; requires reports from counties and cities and withholds apportionment from those not reporting; prepares and furnishes forms, blanks, etc., for making reports; visits each county in the State at least once a year; may examine officers' accounts relative to school funds; holds annual conventions of county and city superintendents; with principal of State normal school and county superintendent constitutes governing board of teachers' institutes; is member of State textbook commission; is member of commission to fix course of study; is member of juvenile court commission.  |



|   |     |  |         |  |
|---|-----|--|---------|--|
| Vermont.....<br>Commissioner of<br>education.                         | (1) | Elected by<br>State board<br>of education. | 6,000   | Is executive officer of the State board of education; he shall, at such times and in such detail as said board directs, make reports to said board concerning the public educational system together with such recommendations as he deems proper for the promotion of the educational interests of the State.   |
| Virginia.....<br>Superintendent of<br>public instruction.             | 4   | By vote of the<br>people.                  | 4,500   | Is member and president of the State board of education; is member of boards of visitors of State educational institutions; sees to execution of school laws; interprets school laws to school officials and his decisions are final unless reversed by State board; furnishes blanks and requires reports from division superintendents; may appoint persons to inspect schools in counties; makes inspection throughout the State; prepares scheme for apportioning State school funds; prescribes forms of contracts with teachers; signs warrants of State board; issues teachers' certificates.   |
| Washington.....<br>Superintendent of<br>public instruction.           | 4   | do.....                                    | 3,000   | Is member and president of State board of education; has general supervision of the public schools; apportion State school funds to counties; has blanks, etc., printed for reports and for the administration of the school laws; attends educational meetings and visits counties; has school laws printed and distributed; hears and determines appeals; holds annual conventions of county superintendents; requires annual reports from educational institutions and county superintendents; keeps directory of regents and faculties of State educational institutions and of all teachers receiving certificates; issues State certificates; prepares a State manual; is member of board of visitors of State College; is member of commission on community welfare; is member of trustees of teachers' retirement fund; is chief executive officer of State board for vocational education.  |
| West Virginia.....<br>Superintendent of<br>free schools.              | 4   | do.....                                    | \$5,000 | Shall have general supervision of all schools; is chief executive officer of the State board of education and member of the board of the school fund; shall have printed and provide for the distribution of blank forms for the carry-on of school work; may institute proceedings against violators of the school laws; shall have authority to call conferences of county, district and city superintendents; shall give interpretations of the school law and the rules of the State board; shall have prepared and published manuals of courses of study, school library lists, and such other bulletins or pamphlets as the needs of the school system demand; shall publish a biennial report; appoint assistants.  |
| Wisconsin.....<br>Superintendent of<br>public instruction.            | 4   | do.....                                    | 5,000   | Has general supervision of the public schools; apportion school-fund income; attends educational meetings and makes investigation of educational systems and the condition of the public schools and disseminates educational information; prepares course of study for public schools; furnishes blanks for reports and requires reports from school officers; publishes school laws and hears and determines appeals; exercises general supervision over county schools of agriculture, manual training schools, county normal schools, and schools for the deaf; formulates course of study for such schools; holds annual county superintendents' convention; issues State teachers' certificates; makes regulations for the management of township and district libraries; is member of board of regents of the State university; is member of board of regents of normal schools and board of trustees of teachers' retirement fund. |
| Wyoming.....<br>Superintendent of<br>public instruction. <sup>4</sup> | 4   | do.....                                    | 3,000   | Has general supervision of the public schools; makes rules and regulations for carrying school law into effect; explains law; decides disputes; furnishes contracts to publishers for sale of text books; advises regarding courses of study in State Normal School; may revoke certificates; arranges time, place, and manner of holding examinations; issues certificates on recommendation of State board of education.   |

<sup>1</sup> Indefinite.

<sup>4</sup> Wyoming has also a commissioner of education elected by the State board of education who executes the educational policies of the board under general supervision and direction of the State superintendent. The salary of the commissioner is \$3,000 per annum.

## STAFFS OF STATE DEPARTMENTS OF EDUCATION.

Up to a comparatively recent date State departments of education were small organizations devoting themselves almost entirely to routine, clerical, and statistical work, the staff consisting usually of the State superintendent and a very few clerks. Considerable enlargement of these departments has been made in most of the States in recent years. This is due to changing conditions in education whereby the duties of the State departments have been enlarged greatly, the need of field workers to assist local communities and school officers in solving educational problems, the enactment of the Federal vocational education law, compulsory education, provision for physical education, Americanization, teacher-placement, pensions, etc. The growth of State departments in the South may be attributed almost entirely to two factors: The addition of field workers in rural and secondary education through help furnished by the General Education Board and the addition of directors and supervisors of vocational education due to the enactment of the Smith-Hughes law.

The number of persons necessary to perform efficiently the work of a State department depends largely upon the size of the State, the nature and size of the population, and the diversity of its educational interests. For instance, the New York State Department of Education, which has under its jurisdiction the State museum, the State library, the State library school, higher educational institutions, and the care and upkeep of the large educational building, naturally requires a much larger staff than do the State departments of other States.

This question of the size of a State department was discussed by State Supt. C. P. Cary, of Wisconsin, in February, 1920, at the meeting of the Department of Superintendence of the National Education Association. He stated<sup>2</sup> that in a State the size of Wisconsin or Indiana a State department can reach a high degree of efficiency with a force of about 40 persons, including stenographers and clerks, but not including museum directors, attendance officers, examiners for teachers' licenses and the like, and that of the 40 persons about a dozen should be stenographers and clerks. Of the remainder there should be "at least one man to look after the general correspondence, one to look after appeal cases and questions of law, a statistician with enough training and experience to interpret educational statistics, and a first assistant. This would leave approximately 25 persons who would spend a large share of their time (at least three-fourths during the period schools are in session) in field work." The

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<sup>2</sup> School and Society, Mar. 29, 1920, p. 341.

number of persons assigned to various duties, would be about as follows:

|   |   |
|---|---|
| Supervisors of educational tests and measurements.....    | 2 |
| Supervisors of rural schools.....                         | 4 |
| Supervisor of rural teacher training.....                 | 1 |
| Supervisors of grade work in cities.....                  | 4 |
| Supervisors of high schools.....                          | 3 |
| Supervisor of manual training.....                        | 1 |
| Supervisor of domestic science.....                       | 1 |
| Psychologists and supervisors of exceptional classes..... | 2 |
| Director of physical education.....                       | 1 |
| Supervisor of education of deaf and blind.....            | 1 |
| Supervisors of village and graded rural schools.....      | 3 |
| Supervisor of music.....                                  | 1 |
| Supervisor of drawing.....                                | 1 |
| School architect.....                                     | 1 |

The above list comprises 26 positions, and does not provide for all the functions exercised by some of the State departments. For instance, the comparatively small department of South Carolina of 23 persons, including 7 persons who are merely lent to or cooperate with the department, has a supervisor of mill schools, a supervisor of colored schools, a supervisor of adult schools and night schools, a school community organizer, and two members of the board of examiners, none of which is included in the 41 positions specified by Supt. Cary. Neither does Supt. Cary's list provide for the supervision of vocational education, which, in most of the States, has been assigned to the State department of education.

It is evident, therefore, that no hard and fast rule as to the personnel of State departments can be laid down, but it is a fact that very few of the departments, even in the larger States, have as many as 40 persons on their staffs. Most of the departments are seriously undermanned, and it is difficult to see how the duties devolved upon them can be performed promptly and efficiently. As a rule, the clerical staff is not sufficiently large to perform the routine and clerical work, much of which, therefore, devolves upon the small supervisory staff. It is wasteful and extravagant to require a \$3,000 or \$5,000 specialist to do the work that can be done easily, and frequently better, by a \$1,000 or \$1,200 clerk.

On pages 39 to 48 will be found a list of the positions in each of the State departments of education, together with the salary attached to each position in so far as the data were reported by the departments. The information is practically complete for all the States. Conditions have improved considerably in most of the States during the past five years, both in the number of employees and in the salaries paid. The State department which has had the most thorough reorganization in that time is undoubtedly that of Pennsylvania, which



has been completely reorganized and greatly enlarged with more adequate salaries under the superintendency of Dr. Finegan. An examination of the organization lists shows, however, that in most of the State departments the salaries are still lamentably low and very inadequate.

On pages 37 and 38 is a tabular statement showing the salaries attaching to certain positions in the departments having such positions. Wherever there are several positions having the same title but different salaries the highest salary is given in that table.

With respect to the salary of the chief State school officer, it is found that the salaries range from \$2,000 in Nebraska to \$12,000 in Pennsylvania. Two States, New Jersey and New York, pay \$10,000; Connecticut pays \$9,000, Maryland \$8,000, and two States, Illinois and Massachusetts, pay \$7,500; in six States the salary of the State superintendent is less than \$3,000. In all the States paying less than \$4,000 the State superintendent is elected by vote of the people. In nine different State departments there are members of the staff who receive salaries higher than those paid the State superintendents.

With respect to the salaries of members of the department, State Supt. Cary, in the address previously referred to, gave it as his opinion—

that \$2,500 ought at the present time to be a minimum for women and \$3,000 a minimum for men. I would not undertake to place a maximum, but it should be sufficiently high to secure men of great enthusiasm and energy, with the best modern training and with splendid social qualities. They should certainly be equal in every essential respect to the men who serve as professors of education in our best universities.<sup>3</sup>

In Pennsylvania and New York most of the principal members of the staffs receive between \$4,000 and \$5,500 per annum.

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<sup>3</sup> School and Society, Mar. 20, 1920, p. 342.

Salaries of certain officers in State departments of education.

| State.             | State<br>super-<br>intend-<br>ent or<br>com-<br>mis-<br>sioner<br>of edu-<br>cation. | Deputy<br>super-<br>intend-<br>ent. | Chief<br>adminis-<br>trative<br>division<br>or chief<br>clerk. | Super-<br>visor of<br>rural<br>schools. | Super-<br>visor of<br>high<br>schools. | Dirce-<br>tor of<br>voca-<br>tional<br>educa-<br>tion. | Super-<br>visor of<br>agricul-<br>ture. | Super-<br>visor of<br>trades<br>and in-<br>dus-<br>try. | Super-<br>visor of<br>home<br>eco-<br>nomics. | Dirce-<br>tor of<br>physi-<br>cal edu-<br>cation. | Dirce-<br>tor of<br>Ameri-<br>caniza-<br>tion. | Dirce-<br>tor of<br>teacher<br>place-<br>ment. | Super-<br>visor of<br>train-<br>ing. | Statis-<br>tician. | Secre-<br>tary of<br>retire-<br>ment or<br>pension<br>fund. |
|--------------------|--|-------------------------------------|--|---|--|--|---|---|---|---|--|--|--------------------------------------|--------------------|---|
| Alabama.....       | \$5,000  | \$4,000                             | \$2,400  | \$2,500                                 | \$4,000                                | \$4,000  | \$3,000                                 | \$3,000   | \$2,400                                       | \$3,000   |  | \$3,500  | \$14,000                             | \$2,000            |   |
| Arizona.....       | 3,300  | 2,700                               |  |   |  | 3,600  | 2,500                                   | 2,700   | 2,200   |   |  |  |                                      |                    |   |
| Arkansas.....      | 2,500  | 1,800                               |  | 3,500                                   | 3,500                                  |  | 4,000                                   | 4,000   | 3,000   |   |  |  | 2,500                                |                    |   |
| California.....    | 5,000  | 3,000                               |  | 4,000                                   | 4,000                                  | 4,000  | 3,600                                   | 3,600   | 3,600   | 3,600   | \$3,000  |  |                                      | 2,400              | \$1,920   |
| Colorado.....      | 3,000  | 2,100                               |  | 1,800                                   |  |  |   |   |   |   |  |  |                                      | 1,500              |   |
| Connecticut.....   | 9,000  |                                     | 3,500  | 2,500                                   | 5,000                                  | 5,000  |   |   |   |   | 3,000  |  |                                      | 3,250              |   |
| Delaware.....      | 5,000  | 3,600                               |  |   |  | 4,600  | 3,500                                   | 4,500   | 2,500   |   |  |  |                                      |                    |   |
| Florida.....       | 3,600  |                                     | 2,200  | 3,000                                   | 3,600                                  | 3,000  | 3,000                                   | 3,000   | 2,000   |   |  |  |                                      | 1,800              |   |
| Georgia.....       | 4,500  |                                     | 2,000  | 3,500                                   | 3,500                                  | 3,200  | 3,500                                   | 3,600   | 2,400   |   |  |  |                                      |                    |   |
| Idaho.....         | 2,400  | 2,000                               | 2,700  |   |  |  | 2,600                                   | 2,550   | 2,400   |   |  |  |                                      |                    |   |
| Illinois.....      | 7,500  | 3,420                               | 2,616  | 3,420                                   | 4,800                                  | 4,800  | 3,800                                   | 4,000   | 3,000   |   |  |  |                                      | 2,400              | 3,600   |
| Indiana.....       | 5,000  | 3,000                               |  |   | 2,400                                  | 6,000  | 3,700                                   | 3,700   | 2,000   |   |  |  | 3,000                                |                    |   |
| Iowa.....          | 4,000  | 2,700                               | 1,800  | 2,400                                   | 2,400                                  | 3,600  | 2,700                                   | 3,000   | 2,200   |   |  | 4,120  | 2,400                                |                    |   |
| Kansas.....        | 3,000  | 2,600                               | 2,600  | 2,000                                   | 2,000                                  | 2,000  | 2,500                                   |   |   |   |  |  |                                      | 1,200              |   |
| Kentucky.....      | 4,000  | 2,200                               | 2,500  | 3,500                                   | 3,500                                  | 3,000  |   |   | 2,700   | 4,000   |  |  |                                      |                    |   |
| Louisiana.....     | 5,000  |                                     | 3,000  | 4,500                                   | 4,000                                  |  | 3,600                                   |   | 3,000   | 3,600   |  |  | 3,600                                |                    |   |
| Maine.....         | 4,600  | 3,250                               |  | 3,200                                   | 2,700                                  | 2,700  | 2,400                                   | 2,400   | 1,700   |   |  |  |                                      |                    |   |
| Maryland.....      | 8,000  | 6,000                               | 2,000  | 4,250                                   | 4,250                                  | 5,000  |   |   |   | 5,000   |  |  |                                      |                    |   |
| Massachusetts..... | 7,500  | 5,000                               | 3,120  | 3,450                                   | 3,750                                  | 3,000  | 3,750                                   | 3,750   | 2,100   |   | 4,200  | 2,820  | 3,500                                | 3,300              |   |
| Michigan.....      | 4,000  | 3,000                               | 1,500  |   | 2,500                                  | 1,500  | 5,000                                   | 5,000   | 5,000   | 3,000   |  |  | 1,500                                | 1,500              |   |
| Minnesota.....     | 5,000  | 3,500                               |  | 3,200                                   | 4,000                                  |  | 3,000                                   | 3,000   | 2,800   |   |  | 73,600   | 3,500                                | 2,700              |   |
| Mississippi.....   | 4,500  | 3,500                               |  | 3,500                                   | 3,500                                  |  | 3,750                                   | 2,750   | 2,500   | 4,000   |  |  |                                      |                    |   |
| Missouri.....      | 4,200  | 2,800                               |  | 2,400                                   | 3,500                                  | 4,000  | 3,000                                   | 3,000   | 2,500   |   |  |  | 2,500                                | 2,400              |   |
| Montana.....       | 3,600  | 2,500                               |  | 2,500                                   | 2,500                                  | 2,500  |   |   |   |   |  |  |                                      |                    |   |
| Nebraska.....      | 2,000  | 1,800                               |  | 1,800                                   |  | 3,000  | 3,000                                   | 3,000   | 3,000   |   |  |  | 2,000                                | 1,200              |   |

1 Assistant commissioner.

2 Supervisor of elementary education.

3 Director of investigations and surveys.

4 Half time.

5 Part time.

6 Is also director of vocational education.

7 Is also secretary of retirement fund.

8 Includes \$1,200 as executive officer vocational education board.

Salaries of certain officers in State departments of education—Continued.

| State.              | State<br>super-<br>intend-<br>ent or<br>com-<br>mis-<br>sioner<br>of edu-<br>cation. | Deputy<br>or as-<br>sistant<br>super-<br>intend-<br>ent. | Chief<br>of ad-<br>minis-<br>trative<br>division<br>or chief<br>clerk. | Super-<br>visor of<br>rural<br>schools. | Super-<br>visor of<br>high<br>schools. | Direc-<br>tor of<br>voca-<br>tional<br>educa-<br>tion. | Super-<br>visor of<br>agricul-<br>ture. | Super-<br>visor of<br>trades<br>and in-<br>dus-<br>try. | Super-<br>visor of<br>home<br>eco-<br>nomics. | Direc-<br>tor of<br>physi-<br>cal edu-<br>cation. | Direc-<br>tor of<br>Ameri-<br>caniza-<br>tion. | Direc-<br>tor of<br>teacher<br>place-<br>ment. | Super-<br>visor of<br>teacher<br>train-<br>ing. | Statis-<br>tician. | Secre-<br>tary of<br>retire-<br>ment or<br>pension<br>fund. |         |
|---------------------|--|--|--|---|--|--|---|---|---|---|--|--|---|--------------------|---|---------|
| Nevada.....         | \$3,600  | \$2,400  |  |   |  |  | \$3,000                                 | \$2,750   | \$2,500                                       | \$1,750   |  |  |   |                    |   |         |
| New Hampshire.....  | 5,000  | 4,000  | \$3,000  |   |  |  | 2,600                                   | 2,600   |   |   |  |  |   |                    |   |         |
| New Jersey.....     | 10,000   | 5,000  | 4,500  | \$5,000                                 | \$5,000                                | 1,500  | 4,000                                   | 3,200   | 2,400   | 5,000   |  |  | \$4,000   | \$2,540            |   |         |
| New Mexico.....     | 3,000  | 2,250  | 2,000  | 1,500                                   | 2,800                                  | 2,700  | 2,500                                   | 2,500   |   |   |  |  |   |                    |   |         |
| New York.....       | 10,000   | 7,000  | 4,500  | 1,500                                   | 1,500                                  | 5,500  | 4,200                                   | 4,200   | 3,500   | 3,600   | \$4,250  |  | 1,500   | 2,000              |   |         |
| North Carolina..... | 4,000  |  | 2,500  | 3,500                                   | 3,500                                  | 3,500  | 2,700                                   | 2,700   | 2,000   |   | 2,000  |  | 3,500   |                    |   |         |
| North Dakota.....   | 3,000  | 2,500  | 1,500  | 2,200                                   | 2,200                                  |  |   |   |   |   |  |  |   |                    |   |         |
| Ohio.....           | 4,000  | 2,500  | 2,240  | 2,240                                   | 2,240                                  |  | 2,800                                   | 3,000   | 2,700   |   |  |  | 2,500   | 2,400              |   |         |
| Oklahoma.....       | 2,500  | 2,100  | 2,000  | 3,500                                   | 2,400                                  |  | 1,500                                   | 3,000   |   |   |  |  |   |                    |   |         |
| Oregon.....         | 3,000  | 2,640  |  |   |  |  | 4,500                                   | 3,000   |   |   |  |  |   |                    |   |         |
| Pennsylvania.....   | 12,000   | 7,500  | 5,000  | 5,000                                   | 4,000                                  | 5,000  | 4,000                                   | 4,000   | 3,500   | 4,000   | 5,000  | \$3,600  | 5,000   |                    |   | \$4,200 |
| Rhode Island.....   | 6,000  | 3,000  | 1,340  |   |  |  | 2,500                                   | 3,000   | 2,500   |   | 1,800  |  |   |                    |   |         |
| South Carolina..... | 2,500  |  | 2,000  | 3,500                                   | 3,500                                  |  | 3,500                                   | 3,500   | 2,400   |   | 2,100  | 1,800  | 2,800   |                    |   |         |
| South Dakota.....   | 2,400  | 2,520  | 1,620  | 2,400                                   | 3,300                                  |  | 3,666                                   | 2,300   | 2,300   |   | 2,400  |  |   |                    |   |         |
| Tennessee.....      | 3,600  |  | 2,000  | 3,000                                   | 3,600                                  |  | 3,000                                   | 3,000   |   |   |  |  |   |                    |   |         |
| Texas.....          | 4,000  | 2,700  |  | 3,300                                   | 2,600                                  |  | 3,700                                   |   | 3,500   |   |  |  | 3,500   | 1,500              |   |         |
| Utah.....           | 4,000  | 3,300  |  |   | 2,500                                  | 3,300  | 2,750                                   | 2,500   | 2,750   | 3,000   | 2,500  |  |   |                    |   |         |
| Vermont.....        | 6,000  |  | 2,100  | 2,600                                   | 3,500                                  |  | 3,500                                   | 3,500   | 2,100   | 3,500   |  | 1,400  |   |                    |   |         |
| Virginia.....       | 4,500  |  | 3,850  | 3,500                                   | 3,500                                  |  | 3,500                                   | 3,500   | 2,700   |   |  | 1,800  | 3,250   |                    |   |         |
| Washington.....     | 3,000  | 3,000  |  | 2,100                                   | 2,640                                  | 4,500  | 2,600                                   | 3,600   | 2,700   |   |  |  |   |                    |   |         |
| West Virginia.....  | 5,000  |  | 2,400  | 3,600                                   | 3,600                                  |  | 4,000                                   | 4,000   | 3,000   |   |  |  |   | 1,320              |   |         |
| Wisconsin.....      | 5,000  | 4,500  |  | 3,250                                   | 4,250                                  |  | 2,600                                   |   | 1,950   |   |  |  |   | 1,400              |   |         |
| Wyoming.....        | 3,000  | 2,100  |  |   |  | 3,000  | 2,600                                   |   |   |   |  |  |   |                    |   |         |

1 Assistant commissioner.

4 Half time.

6 Part time.

6 Is also director of vocational education.

7 Is also secretary of retirement fund.



## MEMBERS OF STAFFS OF STATE DEPARTMENTS OF EDUCATION AND SALARIES PAID EACH.

## ALABAMA.

|   |         |
|---|---------|
| State superintendent of education.....                          | \$5,000 |
| Assistant superintendent, and director of teacher training..... | 4,000   |
| Chief clerk.....  | 2,400   |
| 2 bookkeepers..... each..                                       | 1,500   |
| Filing clerk.....   | 1,500   |
| Certification and placement secretary.....                      | 3,500   |
| Assistant certification and placement secretary.....            | 2,100   |
| Reading circle secretary.....                                   | 2,100   |
| Teacher-training supervisor for Negro schools.....              | 1,800   |
| Statistician.....   | 3,000   |
| 2 supervisors of rural schools..... each..                      | 3,500   |
| Supervisor of construction.....                                 | 3,300   |
| Architectural draftsman.....                                    | 2,500   |
| Specialist in primary education.....                            | 2,250   |
| Specialist in elementary education.....                         | 2,100   |
| Supervisor of secondary education.....                          | 4,000   |
| Assistant supervisor of secondary education.....                | 3,000   |
| Director of physical and health education..                     | 3,000   |
| Director of vocational education.....                           | 4,000   |
| Supervisor of agriculture.....                                  | 3,000   |
| Supervisor of trades and industry.....                          | 3,000   |
| Supervisor of home economics.....                               | 2,400   |
| Secretary for exceptional education.....                        | 2,400   |
| 10 stenographers..... total..                                   | 12,060  |
| Total.....  | 83,010  |

## ARIZONA.

|  |        |
|--|--------|
| State superintendent of public instruction..     | 3,300  |
| Deputy superintendent of public instruction..... | 2,700  |
| 3 stenographers..... each..                      | 1,500  |
| 3 members board of examiners..... do....         | 300    |
| Director of vocational education.....            | 3,600  |
| State supervisor of home economics.....          | 2,200  |
| State supervisor of agriculture.....             | 2,500  |
| State supervisor of trades and industry....      | 2,700  |
| 2 stenographers..... each..                      | 1,200  |
| Total.....                                       | 24,500 |

## ARKANSAS.

|  |        |
|--|--------|
| State superintendent of public instruction..               | 2,500  |
| Deputy superintendent of public instruction.....           | 1,800  |
| Assistant deputy superintendent of public instruction..... | 1,200  |
| High-school inspector <sup>1</sup> .....                   | 3,500  |
| 3 rural-school agents <sup>1</sup> ..... each..            | 3,500  |
| 2 clerks <sup>1</sup> ..... total..                        | 1,980  |
| State supervisor of agriculture <sup>2</sup> .....         | 4,000  |
| State supervisor trades and industries <sup>2</sup> ....   | 4,000  |
| State supervisor home economics <sup>2</sup> .....         | 3,000  |
| Supervisor teacher-training vocational agriculture.....    | 2,500  |
| Clerk.....   | 1,200  |
| Total.....   | 36,180 |

<sup>1</sup> Receive salaries from General Education Board.

## CALIFORNIA.

|   |         |
|---|---------|
| State superintendent of public instruction..                  | \$5,000 |
| Deputy superintendent of public instruction.....              | 3,000   |
| Assistant superintendent in charge of Americanization.....    | 3,000   |
| Commissioner of elementary schools.....                       | 4,000   |
| Commissioner of secondary schools.....                        | 4,000   |
| Commissioner of industrial and vocational education.....      | 4,000   |
| Supervisor of trade and industrial instruction.....           | 3,600   |
| Supervisor of agricultural instruction.....                   | 3,600   |
| Supervisor of teacher-training courses in home economics..... | 3,600   |
| Supervisor of physical education.....                         | 3,600   |
| 3 assistant supervisors of physical education..... each..     | 2,400   |
| Secretary, commission on credentials.....                     | 3,000   |
| Assistant secretary, commission on credentials.....           | 1,620   |
| Assistant secretary, State board of education.....            | 2,100   |
| Assistant secretary, retirement board.....                    | 1,920   |
| Statistician.....   | 2,400   |
| Bookkeeper.....   | 2,100   |
| Do.....   | 1,920   |
| Secretary to State superintendent.....                        | 1,800   |
| Assistant statistician.....                                   | 1,260   |
| Assistant bookkeeper.....                                     | 1,440   |
| Attendance agent.....   | 1,680   |
| 2 stenographers..... each..                                   | 1,500   |
| Do..... do.....   | 1,380   |
| Stenographer.....   | 1,260   |
| Do.....   | 1,200   |
| Do.....   | 1,030   |
| 9 stenographers..... each..                                   | 1,020   |
| Stenographer.....   | 900     |
| 3 clerks..... each..  | 1,320   |
| Clerk.....  | 1,200   |
| Messenger.....  | 750     |
| Total.....  | 89,730  |

## COLORADO.

|  |        |
|--|--------|
| State superintendent of public instruction..           | 3,000  |
| Deputy State superintendent of public instruction..... | 2,100  |
| Rural-school supervisor.....                           | 1,800  |
| Statistician.....                                      | 1,500  |
| Assistant librarian.....                               | 1,500  |
| State teacher of adult blind.....                      | 1,500  |
| Secretary to State teacher of adult blind...           | 1,000  |
| 2 stenographers..... each..                            | 1,200  |
| Clerk.....   | 1,200  |
| Total.....   | 16,000 |

## CONNECTICUT.

|  |             |
|--|-------------|
| Commissioner of education.....               | 9,000       |
| Chief clerk.....                             | 3,500       |
| Supervisor of secondary education.....       | 5,000       |
| Supervisor of elementary education.....      | 5,000       |
| 36 supervising agents.....                   | 2,200-4,500 |
| Director of trade and vocational education.. | 5,000       |
| Director of accounts and purchases.....      | 3,000       |

<sup>2</sup> Loaned to department by State university.

## CONNECTICUT—Continued.

|  |            |
|--|------------|
| Director of Americanization.....                 | \$3,000    |
| Supervisor of evening schools.....               | 3,000      |
| Director of investigations and surveys.....      | 3,250      |
| Supervisor of attendance and employment.....     | 3,000      |
| 8 attendance agents.....each.....                | 1,800      |
| 6 school nurses.....do.....                      | 1,500      |
| Supervisor of examinations and certificates..... | 2,500      |
| 35 clerks.....                                   | 800-1,750  |
| Total.....                                       | \$ 233,875 |

## DELAWARE.

|   |        |
|---|--------|
| Commissioner of education.....                            | 5,000  |
| Assistant commissioner of education.....                  | 3,600  |
| Director of vocational education and teacher trainer..... | 4,600  |
| Supervisor of vocational agriculture.....                 | 3,500  |
| Supervisor of vocational home economics.....              | 2,500  |
| Supervisor of trades and industries.....                  | 4,500  |
| Stenographer.....   | 1,500  |
| Do.....   | 1,200  |
| Total.....  | 26,400 |

## FLORIDA.

|   |        |
|---|--------|
| State superintendent of public instruction..... | 3,600  |
| 2 rural school inspectors.....each.....         | 2,000  |
| State agent for Negro rural schools.....        | 3,000  |
| High-school inspector.....                      | 3,000  |
| Chief clerk.....                                | 2,200  |
| Statistician.....                               | 1,800  |
| Certificate and Smith-Hughes clerk.....         | 1,800  |
| 2 stenographers.....each.....                   | 1,200  |
| 3 members State board of examiners.....do.....  | 2,000  |
| State director for vocational education.....    | 3,000  |
| Supervisor of agricultural education.....       | 3,000  |
| Supervisor of trades and industries.....        | 3,000  |
| Supervisor of home economics.....               | 2,000  |
| Total.....                                      | 38,800 |

## GEORGIA.

|  |       |
|--|-------|
| State superintendent of schools.....                 | 4,500 |
| 3 State supervisors for rural schools.....each.....  | 3,000 |
| Rural school agent <sup>4</sup> .....                | 3,500 |
| Special supervisor for Negro work <sup>4</sup> ..... | 3,500 |
| State school auditor.....                            | 3,000 |
| State high school inspector <sup>4</sup> .....       | 3,500 |
| Clerk.....   | 2,000 |
| Secretary.....                                       | 1,800 |

## Vocational Education.

|  |        |
|--|--------|
| Supervisor of agriculture.....           | 3,500  |
| Supervisor of trades and industries..... | 3,600  |
| Supervisor of home economics.....        | 2,400  |
| Grand total.....                         | 40,300 |

## IDAHO.

|   |       |
|---|-------|
| State commissioner of education.....            | 6,000 |
| State superintendent of public instruction..... | 2,400 |
| Business agent and auditor.....                 | 2,700 |
| Assistant to State superintendent.....          | 2,000 |
| Chief clerk.....                                | 1,500 |
| Certification clerk.....                        | 1,560 |
| Bookkeeper.....                                 | 1,380 |
| 2 stenographers.....                            | 1,320 |

<sup>3</sup> An average used for supervising agents and clerks.<sup>4</sup> Paid by General Education Board.

## IDAHO—Continued.

## Vocational Education.

|   |         |
|---|---------|
| State director of vocational education.....                                   | \$3,200 |
| State supervisor of home economics and teacher training.....                  | 2,400   |
| State supervisor of agriculture and teacher training.....                     | 2,600   |
| Assistant State supervisor of trades and industries and teacher training..... | 2,550   |
| Assistant State supervisor of trades and industries (mining).....             | 2,600   |
| Stenographer.....   | 1,320   |
| Grand total.....  | 34,850  |

## ILLINOIS.

|   |       |
|---|-------|
| State superintendent of public instruction..... | 7,500 |
| Supervisor of high schools.....                 | 4,800 |
| Do.....   | 3,360 |
| 3 assistant superintendents for duty as—        |       |
| Supervisor rural and elementary schools.....    | 3,420 |
| Do.....   | 3,420 |
| Head of legal department.....                   | 3,420 |
| Chief clerk.....                                | 2,616 |
| Textbook clerk.....                             | 2,400 |
| Statistical clerk.....                          | 2,400 |
| Do.....   | 2,304 |
| Clerk.....                                      | 2,000 |
| 2 stenographers.....each.....                   | 1,260 |
| 3 stenographers.....do.....                     | 1,200 |
| Messenger.....                                  | 1,080 |

## State Examining Board for County Certificates.

|                   |       |
|-------------------|-------|
| Secretary.....    | 3,420 |
| Stenographer..... | 1,200 |

## Board of Trustees for Illinois State Teachers' Pension and Retirement Fund.

|                             |       |
|-----------------------------|-------|
| Secretary.....              | 3,600 |
| 2 clerks.....each.....      | 1,200 |
| 2 stenographers.....do..... | 1,200 |

## Board for Vocational Education.

|  |           |
|--|-----------|
| Supervisor of industrial education.....                                  | 4,000     |
| Supervisor of agricultural education.....                                | 3,800     |
| Supervisor of home-economics education.....                              | 3,000     |
| Assistant supervisor of industrial education.....                        | 2,400     |
| Assistant supervisor of agricultural education.....                      | 2,400     |
| Clerk.....   | 1,800     |
| 2 stenographers.....each.....  | 1,200     |
| Official adviser on the recognition of schools of music.....             | Expenses. |
| Official adviser on the recognition of kindergartens.....                | Expenses. |
| 3 official advisers on the recognition of colleges and universities..... | Expenses. |
| 3 deputy examiners for entrance into dental and medical colleges.....    | Fees.     |

Grand total.....\$77,660

## INDIANA.

|   |         |
|---|---------|
| State superintendent of public instruction.....     | \$5,000 |
| Assistant superintendent of public instruction..... | 3,000   |
| Deputy superintendent of public instruction.....    | 1,800   |
| High school inspector.....                          | 2,500   |
| Director of vocational education.....               | 6,000   |

<sup>5</sup> Exclusive of expenses and fees.

## INDIANA—Continued.

|                                       |         |
|---------------------------------------|---------|
| Supervisor of teacher training.....   | \$3,000 |
| Clerk of manuscript department.....   | 2,300   |
| State director of agriculture.....    | 3,700   |
| State director of home economics..... | 2,000   |
| Clerk.....                            | 1,400   |
| 2 stenographers.....each..            | 1,400   |
| 7 stenographers.....do.....           | 1,200   |
| Total.....                            | 41,900  |

## IOWA.

|   |        |
|---|--------|
| State superintendent of public instruction..                | 4,000  |
| Deputy State superintendent of public instruction.....      | 2,700  |
| Chief clerk.....  | 1,800  |
| Secretary to State superintendent.....                      | 1,500  |
| Inspector of normal training high schools..                 | 2,400  |
| Inspector of consolidated schools.....                      | 2,400  |
| Inspector of graded and high schools.....                   | 2,400  |
| Inspector of rural schools.....                             | 2,400  |
| State director of vocational education.....                 | 3,600  |
| Supervisor of trades and industries.....                    | 3,000  |
| Assistant supervisor of agriculture.....                    | 2,700  |
| Supervisor of home economics.....                           | 2,200  |
| Clerk.....  | 1,020  |
| Secretary, educational board of examiners..                 | 1,800  |
| 3 stenographers.....each..                                  | 1,200  |
| Director of the teachers' placement bureau (half time)..... | 1,200  |
| 4 clerks.....each..   | 1,200  |
| Clerk.....  | 960    |
| Total.....  | 44,420 |

## KANSAS.

|   |       |
|---|-------|
| State superintendent of public instruction..              | 3,000 |
| Assistant State superintendent of public instruction..... | 2,200 |
| Chief clerk.....  | 1,650 |
| Statistical clerk.....                                    | 1,200 |
| 2 stenographers.....each..                                | 1,000 |
| Secretary, State board of education.....                  | 2,400 |
| Stenographer to secretary, State board of education.....  | 1,200 |
| 2 high-school supervisors.....each..                      | 2,000 |
| 2 rural-school supervisors.....do....                     | 2,000 |

## Vocational Education.

|   |       |
|---|-------|
| State director of vocational education (one-half time)..... | 2,000 |
| State supervisor of vocational agriculture..                | 2,500 |
| Stenographer.....   | 1,200 |

Grand total.....27,350

## KENTUCKY.

|  |       |
|--|-------|
| State superintendent of public instruction..               | 4,000 |
| State supervisor of high schools.....                      | 3,500 |
| 3 State rural-school supervisors <sup>1</sup> .....each    | 3,500 |
| State supervisor and director of vocational education..... | 3,000 |
| State supervisor of home economics education.....          | 2,700 |
| Director of physical education.....                        | 4,000 |
| Chief clerk.....   | 2,500 |
| 1 clerk.....   | 1,500 |
| Do.....  | 1,200 |
| Do.....  | 1,000 |
| 2 stenographers.....each..                                 | 1,500 |
| 3 stenographers.....do.....                                | 1,200 |

## Bureau of Inspection.

|                         |       |
|-------------------------|-------|
| 2 inspectors.....each.. | 1,000 |
|-------------------------|-------|

Grand total.....42,500

<sup>1</sup> Receive salaries from General Education Board.<sup>2</sup> State department reports that it is looking also for a specialist in measurements at \$5,000 or \$6,000.

## LOUISIANA.

|   |         |
|---|---------|
| State superintendent of education.....  | \$5,000 |
| State high-school inspector.....  | 4,000   |
| Assistant State high-school inspector.....                                      | 3,600   |
| Chairman State teachers' examining committee and State institute conductor..... | 4,000   |
| State rural-school supervisor.....  | 4,000   |
| Assistant State rural-school supervisor....                                     | 3,000   |
| Do.....   | 3,000   |
| State director of physical training.....  | 3,600   |
| State agent of rural schools for Negroes....                                    | 4,500   |
| Assistant State agent of rural schools for Negroes.....                         | 3,600   |
| State supervisor of Jeanes teachers (Negro)..                                   | 1,200   |
| State Rosenwald building agent (Negro)....                                      | 1,500   |
| State supervisor of agricultural schools....                                    | 3,600   |
| State director of agricultural teacher-training.....                            | 3,600   |
| State supervisor of home economics.....   | 3,000   |
| Assistant State supervisor of home economics.....                               | 2,400   |
| Chief clerk.....  | 3,000   |
| Clerk.....  | 2,400   |
| Do.....   | 1,800   |
| 5 clerks.....each..   | 1,200   |
| Porter.....   | 900     |
| Total.....  | 67,700  |

## MAINE.

|  |        |
|--|--------|
| State superintendent of public schools.....        | 4,600  |
| Deputy State superintendent of public schools..... | 3,250  |
| Agent for secondary education.....                 | 2,700  |
| Agent for unorganized territory.....               | 2,700  |
| Agent for rural education.....                     | 3,200  |
| Do.....  | 2,700  |
| State director of vocational education.....        | 2,700  |
| State supervisor of agricultural education..       | 2,400  |
| State supervisor of trades and industries..        | 2,400  |
| State supervisor of home economics.....            | 1,700  |
| Secretary.....                                     | 1,200  |
| 2 clerks.....each..                                | 1,000  |
| Clerk.....   | 936    |
| 2 clerks.....each..                                | 900    |
| Clerk.....   | 800    |
| 2 clerks.....                                      | 780    |
| Total.....   | 36,646 |

MARYLAND.<sup>6</sup>

|  |        |
|--|--------|
| State superintendent of schools.....     | 8,000  |
| Assistant superintendent of schools..... | 6,000  |
| Supervisor of high schools.....          | 4,250  |
| Supervisor of high schools.....          | 4,000  |
| Supervisor of rural schools.....         | 4,250  |
| Supervisor of vocational education.....  | 5,000  |
| Supervisor of physical education.....    | 5,000  |
| Supervisor of colored schools.....       | 4,000  |
| Supervisor of public school music.....   | 3,600  |
| Executive secretary.....                 | 3,000  |
| Chief clerk.....                         | 2,000  |
| Credential clerk.....                    | 1,800  |
| Bookkeeper.....                          | 1,200  |
| 2 stenographers.....each..               | 1,200  |
| Stenographer.....                        | 1,000  |
| Total.....                               | 55,900 |



## MASSACHUSETTS.

|  |         |
|--|---------|
| Commissioner of education.....   | \$7,500 |
| 2 deputy commissioners of education each.....  | 5,000   |
| Business agent.....  | 3,120   |
| Director of Americanization.....   | 4,200   |
| Assistant in Americanization.....  | 2,200   |
| Agent in charge of teacher-training division.....                                      | 3,500   |
| Agent in charge of teacher-training courses<br>for agricultural schools.....           | 3,150   |
| Agent in charge of training courses for<br>industrial teachers.....                    | 3,360   |
| Administrative agent.....  | 2,340   |
| Agent in charge of teacher training for day<br>and evening household arts schools..... | 2,340   |
| Assistant in teacher training for day and<br>evening household arts schools.....       | 1,560   |
| Associate in teacher-training division.....  | 1,980   |
| Agent in charge of agricultural schools.....   | 3,750   |
| Supervisor of day and evening schools for<br>boys and men.....                         | 3,750   |
| Agent for high schools.....  | 3,750   |
| Agent for elementary schools.....  | 3,450   |
| Agent for research and statistics.....   | 3,300   |
| Agent in charge of registration of teachers..  | 2,820   |
| Agent in charge of day and evening schools<br>for girls and women.....                 | 2,160   |
| Assistant in evening practical arts schools.....                                       | 1,560   |
| Associate in education.....  | 1,200   |
| Director of university extension.....  | 5,060   |
| Agent in charge of extension classes in<br>industrial subjects.....                    | 3,060   |
| Agent in charge of correspondence instruc-<br>tion.....                                | 2,580   |
| Editor and supervisor of extension instruc-<br>tion.....                               | 3,060   |
| Normal instructor, extension division.....   | 1,680   |
| Do.....  | 1,560   |
| Do.....  | 1,440   |
| 4 normal instructors, extension division,<br>each.....                                 | 1,320   |
| Normal instructor, extension division.....   | 1,300   |
| 2 normal instructors, extension division,<br>each.....                                 | 1,260   |
| Normal instructor, extension division.....   | 1,200   |
| Do.....  | 1,140   |
| Do.....  | 1,080   |
| Bookkeeper.....  | 1,680   |
| Stenographer.....  | 1,680   |
| Do.....  | 1,560   |
| Do.....  | 1,330   |
| Do.....  | 1,260   |
| Do.....  | 1,200   |
| 2 stenographers.....each.....  | 1,140   |
| 5 stenographers.....do.....  | 1,080   |
| 6 stenographers.....do.....  | 1,020   |
| 4 stenographers.....do.....  | 960     |
| 5 stenographers.....do.....  | 960     |
| 2 stenographers.....do.....  | 840     |
| Stenographer.....  | 780     |
| 2 stenographers.....each.....  | 750     |
| Chief clerk.....   | 2,160   |
| Clerk.....   | 1,800   |
| Do.....  | 1,560   |
| Do.....  | 1,260   |
| 2 clerks.....each.....   | 1,080   |
| Do.....do.....   | 1,020   |
| Do.....do.....   | 960     |

## MASSACHUSETTS—Continued.

|                        |         |
|------------------------|---------|
| Clerk.....             | \$390   |
| 9 clerks.....each..... | 840     |
| 7 clerks.....do.....   | 780     |
| 5 clerks.....do.....   | 660     |
| 11 clerks.....do.....  | 600     |
| Total.....             | 173,410 |

## MICHIGAN.

|  |       |
|--|-------|
| State superintendent of public instruction.....                    | 4,000 |
| Deputy superintendent of public instruc-<br>tion.....              | 3,000 |
| 2 assistant superintendents of public<br>instruction.....each..... | 2,500 |
| High-school inspector.....   | 2,500 |
| Director of physical education.....                                | 3,000 |
| Chief clerk.....   | 1,500 |
| County normal supervisor.....                                      | 1,500 |
| 2 editors.....each.....  | 1,500 |
| Director of vocational education for adult<br>blind.....           | 1,500 |
| Assistant director of vocational education<br>for adult blind..... | 900   |
| Clerk for vocational education for adult<br>blind.....             | 450   |
| Textbook clerk.....  | 1,400 |
| Shipping clerk.....  | 1,400 |
| Chief statistician.....  | 1,500 |
| Statistician.....  | 1,200 |
| 3 statisticians.....each.....                                      | 1,100 |
| Statistician.....  | 1,000 |
| 3 stenographers.....each.....                                      | 1,300 |
| Stenographer.....  | 1,200 |
| Do.....  | 1,100 |
| 2 stenographers.....each.....                                      | 1,000 |
| Janitor.....   | 800   |

## Vocational Education.

|   |       |
|---|-------|
| Acting State director of vocational educa-<br>tion..... | 1,500 |
| Supervisor of agricultural education.....               | 5,000 |
| Supervisor of industrial education.....                 | 5,000 |
| Supervisor of home economics education.....             | 600   |
| Clerk.....  | 1,300 |

Grand total..... 58,550

## MINNESOTA.

|  |       |
|--|-------|
| Commissioner of education.....   | 5,000 |
| Deputy commissioner of education.....                                  | 3,500 |
| Inspector of rural schools.....  | 3,200 |
| Assistant inspector of rural schools.....                              | 3,000 |
| Do.....  | 2,250 |
| Inspector of high schools and director of<br>vocational education..... | 4,000 |
| Inspector of elementary schools.....                                   | 3,500 |
| Inspector of teacher-training schools.....                             | 3,500 |
| Assistant inspector of high and graded<br>schools.....                 | 3,000 |
| Supervisor of agricultural education.....                              | 3,000 |
| Supervisor of trade and industrial education                           | 3,000 |
| Supervisor of home-economics education..                               | 2,800 |
| Inspector of buildings and director of special<br>classes.....         | 3,500 |
| Director of libraries.....   | 2,500 |
| Supervisor of school libraries and field<br>organizer.....             | 2,250 |
| Librarian.....   | 1,500 |
| Reference librarian.....   | 1,350 |

\* Part time only.

## MINNESOTA—Continued.

|   |         |
|---|---------|
| Director of employment bureau and secretary of the teachers' retirement fund association..... | \$3,600 |
| Director of reeducation of injured persons.....   | 3,500   |
| Inspector of reeducation.....   | 3,000   |
| Placement officer.....  | 1,600   |
| Accountant and statistician.....  | 2,700   |
| Certificate clerk.....  | 1,500   |
| Secretary to commissioner.....  | 1,500   |
| Secretary employment bureau.....  | 1,500   |
| 2 stenographers and clerks..... each..  | 1,380   |
| Stenographer and clerk.....   | 1,260   |
| 4 stenographers and clerks..... each..  | 1,200   |
| Do..... do.....   | 1,080   |
| 2 stenographers and clerks..... do.....   | 1,020   |
| Stenographer and clerk.....   | 960     |
| Clerk.....  | 1,020   |
| Do.....   | 960     |
| 2 clerks..... each..  | 900     |
| Clerk.....  | 780     |
| Total.....  | 87,210  |

## MISSISSIPPI.

|  |        |
|--|--------|
| State superintendent of education.....                                       | 4,500  |
| Assistant State superintendent of education.....                             | 3,000  |
| State high-school inspector <sup>4</sup> .....                               | 3,500  |
| State rural-school supervisor <sup>4</sup> .....                             | 3,500  |
| State supervisor of Negro schools <sup>4</sup> .....                         | 3,000  |
| 2 assistant supervisors of Negro schools (colored) <sup>4</sup> ..... each.. | 2,500  |
| State director vocational agricultural education.....                        | 3,750  |
| Assistant director vocational agricultural education.....                    | 2,500  |
| State supervisor of home economics.....                                      | 2,500  |
| State supervisor trade and industrial education.....                         | 2,750  |
| Director of health education.....  | 4,000  |
| President State board of examiners..... <sup>8</sup>                         | 1,000  |
| 2 members State board of examiners..... each.. <sup>8</sup>                  | 800    |
| Secretary State board of examiners.....                                      | 1,200  |
| Clerk to rural-school agents <sup>4</sup> .....                              | 1,500  |
| Clerk to vocational directors.....   | 1,800  |
| Clerk to high-school supervisor.....   | 1,800  |
| 2 clerks..... each..   | 1,800  |
| 2 clerks..... each..   | 1,200  |
| Total.....   | 52,900 |

## MISSOURI.

|   |       |
|---|-------|
| State superintendent of public schools..... | 3,000 |
| Chief assistant.....                        | 2,800 |
| Teacher-training inspector.....             | 2,500 |
| 2 high-school inspectors..... each..        | 2,400 |
| 3 rural-school inspectors..... each..       | 2,400 |
| Statistician.....                           | 2,400 |
| Stenographer.....                           | 1,500 |
| 2 stenographers..... each..                 | 1,320 |
| 2 clerks..... each..                        | 1,320 |

## Vocational Education.

|   |        |
|---|--------|
| Executive officer (State superintendent)..... | 1,200  |
| Director of vocational education.....         | 4,000  |
| Supervisor of trades and industry.....        | 3,000  |
| Supervisor of agriculture.....                | 3,000  |
| Supervisor of home economics.....             | 2,500  |
| Stenographer.....                             | 1,320  |
| Grand total.....                              | 44,500 |

<sup>4</sup> Paid by General Education Board.

## MONTANA.

|  |         |
|--|---------|
| State superintendent of public instruction.....        | \$3,000 |
| Deputy State superintendent of public instruction..... | 2,500   |
| High-school supervisor.....                            | 2,500   |
| 2 rural-school supervisors..... each..                 | 2,500   |
| Vocational director.....                               | 2,500   |
| Certification clerk.....                               | 1,500   |
| 2 stenographers..... each..                            | 1,200   |
| Total.....   | 19,400  |

## NEBRASKA.

|  |       |
|--|-------|
| State superintendent of public instruction.....                | 2,000 |
| Deputy State superintendent of public instruction.....         | 1,800 |
| First assistant superintendent (rural-school inspector).....   | 1,800 |
| Second assistant superintendent (county certificates).....     | 1,800 |
| Third assistant superintendent (city certificates).....        | 1,800 |
| Inspector of normal training.....                              | 2,000 |
| Assistant inspector of normal training.....                    | 1,800 |
| Secretary of normal training, bookkeeper and statistician..... | 1,200 |
| Secretary.....   | 1,200 |
| Stenographer.....  | 1,000 |
| Do.....  | 1,080 |
| Do.....  | 960   |
| 2 clerks of examinations..... each..                           | 1,200 |
| Clerk of examinations (half time).....                         | 660   |

## Vocational Education.

|   |        |
|---|--------|
| Director of vocational education.....             | 3,000  |
| Supervisor of agricultural education.....         | 3,000  |
| Supervisor of home-economics education.....       | 3,000  |
| Supervisor of trade and industrial education..... | 3,000  |
| Grand total.....                                  | 33,500 |

## NEVADA.

|  |       |
|--|-------|
| State superintendent of public instruction.....                          | 3,600 |
| Office deputy and secretary of the teachers' retirement salary fund..... | 2,400 |
| Secretary to the superintendent.....                                     | 1,500 |

## Vocational Department.

|   |        |
|---|--------|
| State director and supervisor of agriculture..... | 3,000  |
| Supervisor of trades and industries.....          | 2,750  |
| Supervisor of home economics.....                 | 2,500  |
| Grand total.....                                  | 15,750 |

## NEW HAMPSHIRE.

|   |        |
|---|--------|
| Commissioner of education.....                  | 5,000  |
| 2 deputy commissioners of education..... each.. | 4,000  |
| Deputy commissioner of education.....           | 3,250  |
| Do.....   | 3,000  |
| Supervisor of agriculture.....                  | 2,600  |
| Supervisor of health.....                       | 1,750  |
| Accountant.....                                 | 2,400  |
| Inspector of child welfare.....                 | 1,900  |
| Inspector of child labor.....                   | 1,700  |
| Do.....   | 1,600  |
| Registrar.....                                  | 1,100  |
| Clerk, State board of education.....            | 1,200  |
| Secretary to the commissioner.....              | 1,200  |
| Stenographer.....                               | 1,000  |
| Do.....   | 900    |
| 2 stenographers..... each..                     | 720    |
| Stenographer.....                               | 600    |
| Office of information clerk.....                | 720    |
| Total.....                                      | 39,360 |

<sup>8</sup> Approximately; fees.

## NEW JERSEY.

|   |          |
|---|----------|
| Commissioner of education   | \$10,000 |
| 4 assistant commissioners of education, each  | 5,000    |
| Director of physical training   | 5,000    |
| Business manager  | 4,500    |
| Secretary, State board of examiners   | 4,000    |
| Inspector of buildings  | 3,300    |
| Supervisor of industrial education  | 3,200    |
| Auditor of accounts   | 2,540    |
| Inspector of accounts   | 2,460    |
| 12 clerks.....total..   | 19,950   |
| Professor of chemistry for the training of home-economics teachers                      | 1,550    |
| Inspector of training of home economics teachers  | 2,400    |
| Assistant supervisor of agriculture and instructor for training teachers of agriculture | 4,000    |
| Instructor for training teachers of agriculture   | 1,400    |
| Assistant for training teachers in trades and industries                                | 4,000    |
| Assistant for trades and industries   | 3,000    |
| Assistant professor for training teachers of home economics                             | 2,300    |
| Associate professor of physics  | 1,033    |
| Associate professor of farm mechanics   | 1,350    |
| Instructor in clothing  | 2,100    |
| Stenographer  | 840      |
| Do.   | 1,180    |
| Total   | 100,103  |

## NEW MEXICO.

|  |        |
|--|--------|
| State superintendent of public instruction     | 3,000  |
| Assistant superintendent of public instruction | 2,250  |
| Chief clerk                                    | 2,000  |
| State director of industrial education         | 2,800  |
| Assistant clerk                                | 1,500  |
| 2 stenographers.....each..                     | 1,200  |
| Stenographer                                   | 900    |
| State supervisor of trades and industries      | 2,500  |
| State supervisor of agriculture                | 2,700  |
| 4 members board of examiners.....each..        | 700    |
| Total  | 22,850 |

## NEW YORK.

|   |        |
|---|--------|
| Commissioner of education                                     | 10,000 |
| Secretary to the commissioner                                 | 2,350  |
| Deputy commissioner of education and counsel                  | 7,000  |
| Assistant commissioner and director of professional education | 6,000  |
| Assistant commissioner for secondary education or director    | 5,500  |
| Assistant commissioner for elementary education or director   | 5,500  |
| 3 directors.....each..  | 5,500  |
| 2 directors.....do....  | 4,250  |
| Chief of division   | 4,500  |
| Do.   | 4,000  |
| 2 chiefs of division.....each..                               | 3,750  |
| 3 chiefs of division.....do....                               | 3,500  |
| Chief of division   | 3,250  |
| Auditor   | 4,000  |
| 4 assistants.....each..                                       | 3,500  |

## NEW YORK—Continued.

|   |         |
|---|---------|
| Assistant                                   | \$3,250 |
| Do.   | 2,850   |
| Do.   | 2,550   |
| Do.   | 2,250   |
| Do.   | 2,100   |
| Do.   | 2,000   |
| Do.   | 1,600   |
| Do.   | 1,500   |
| Editor                                      | 3,250   |
| Cashier                                     | 2,750   |
| Secretary                                   | 4,500   |
| Do.   | 4,000   |
| Do.   | 3,000   |
| Do.   | 2,250   |
| Specialist                                  | 5,500   |
| Do.   | 4,000   |
| Do.   | 3,500   |
| 9 specialists.....each..                    | 3,250   |
| Do.....do....                               | 3,000   |
| 6 specialists.....do....                    | 2,750   |
| Specialist                                  | 2,400   |
| 2 specialists.....each..                    | 2,200   |
| Do.....do....                               | 2,000   |
| 2 inspectors.....do....                     | 3,000   |
| 5 inspectors.....do....                     | 2,750   |
| 2 inspectors.....do....                     | 2,500   |
| Do.....do....                               | 2,250   |
| 3 inspectors.....do....                     | 2,000   |
| 2 inspectors.....do....                     | 1,900   |
| 3 inspectors.....do....                     | 1,800   |
| Inspector                                   | 1,500   |
| 2 examiners.....each..                      | 1,900   |
| Examiner                                    | 1,700   |
| 5 examiners.....each..                      | 1,600   |
| 8 examiners.....do....                      | 1,320   |
| 2 examiners.....do....                      | 1,200   |
| Do.....do....                               | 1,140   |
| 5 teachers of physical education.....do.... | 1,700   |
| 8 teachers of physical education.....do.... | 1,600   |
| 5 teachers of physical education.....do.... | 1,500   |
| Confidential stenographer                   | 1,800   |
| Hearing stenographer                        | 1,700   |
| 2 stenographers.....each..                  | 1,600   |
| 5 stenographers.....do....                  | 1,500   |
| 3 stenographers.....do....                  | 1,400   |
| Do.....do....                               | 1,320   |
| 2 stenographers.....do....                  | 1,260   |
| Do.....do....                               | 1,200   |
| 4 stenographers.....do....                  | 1,140   |
| 5 stenographers.....do....                  | 1,020   |
| 8 stenographers.....do....                  | 900     |
| 11 stenographers.....do....                 | 840     |
| 2 clerks or stenographers.....do....        | 1,020   |
| 5 clerks or stenographers.....do....        | 900     |
| 3 clerks or stenographers.....do....        | 840     |
| 2 clerks or stenographers.....do....        | 720     |
| Clerk or engrosser                          | 1,320   |
| Clerk or bookkeeper                         | 1,020   |
| Clerk and secretary of museum               | 2,500   |
| Clerk                                       | 2,100   |
| Do.   | 2,000   |
| 2 clerks.....each..                         | 1,800   |
| 5 clerks.....do....                         | 1,600   |
| 3 clerks.....do....                         | 1,500   |
| 6 clerks.....do....                         | 1,400   |
| 2 clerks.....do....                         | 1,260   |
| 8 clerks.....do....                         | 1,200   |



## NEW YORK—Continued.

|   |           |         |
|---|-----------|---------|
| 5 clerks.....                               | each..... | \$1,140 |
| Do.....                                     | do.....   | 1,080   |
| 7 clerks.....                               | do.....   | 1,020   |
| Clerk.....                                  | .....     | 960     |
| 6 clerks.....                               | each..... | 900     |
| Do.....                                     | do.....   | 840     |
| 24 clerks.....                              | do.....   | 780     |
| 13 clerks.....                              | do.....   | 720     |
| Do.....                                     | do.....   | 660     |
| 4 junior clerks or page.....                | do.....   | 660     |
| 3 junior clerks or page.....                | do.....   | 600     |
| Messenger.....                              | .....     | 1,380   |
| Messenger or mail clerk.....                | .....     | 1,320   |
| Do.....                                     | .....     | 1,200   |
| Messenger or laborer.....                   | .....     | 1,080   |
| 2 senior librarians.....                    | each..... | 3,000   |
| Senior librarian.....                       | .....     | 2,750   |
| Do.....                                     | .....     | 2,500   |
| 4 senior librarians.....                    | each..... | 2,100   |
| Senior librarian.....                       | .....     | 2,000   |
| Librarian.....                              | .....     | 1,900   |
| 5 librarians.....                           | each..... | 1,800   |
| 4 librarians.....                           | do.....   | 1,680   |
| 6 librarians.....                           | do.....   | 1,500   |
| 3 librarians.....                           | do.....   | 1,320   |
| Do.....                                     | do.....   | 1,200   |
| Librarian.....                              | .....     | 1,020   |
| Library assistant.....                      | .....     | 1,140   |
| Do.....                                     | .....     | 1,020   |
| 2 library assistants.....                   | each..... | 900     |
| Do.....                                     | do.....   | 840     |
| 3 library assistants.....                   | do.....   | 720     |
| 2 library assistants or clerks.....         | do.....   | 1,140   |
| Do.....                                     | do.....   | 1,080   |
| 3 library assistants or clerks.....         | do.....   | 900     |
| 2 library assistants or clerks.....         | do.....   | 840     |
| Library assistant or clerk.....             | .....     | 780     |
| 3 library assistants or clerks.....         | each..... | 720     |
| 3 scientific experts.....                   | do.....   | 3,000   |
| 2 scientific experts.....                   | do.....   | 2,500   |
| Do.....                                     | do.....   | 1,900   |
| Scientific experts.....                     | .....     | 1,800   |
| 2 scientific experts.....                   | each..... | 1,440   |
| Scientific assistant.....                   | .....     | 1,080   |
| Scientific technician.....                  | .....     | 1,600   |
| Technical assistant.....                    | .....     | 1,200   |
| Do.....                                     | .....     | 1,200   |
| Scientific draftsman.....                   | .....     | 2,000   |
| Custodian of museum collections.....        | .....     | 1,200   |
| Chief engineer or supervising engineer..... | .....     | 3,200   |
| Storekeeper.....                            | .....     | 1,840   |
| Electrical engineer.....                    | .....     | 2,000   |
| Custodian of building or messenger.....     | .....     | 1,600   |
| Assistant steam engineer.....               | .....     | 1,500   |
| 4 assistant steam engineers.....            | each..... | 1,320   |
| 5 elevator men.....                         | do.....   | 1,320   |
| 2 carpenters.....                           | do.....   | 1,320   |
| Roofer.....                                 | .....     | 1,320   |
| Painter.....                                | .....     | 1,320   |
| General mechanical assistant.....           | .....     | 1,200   |
| Electrician.....                            | .....     | 1,320   |
| Elevator repair man.....                    | .....     | 1,320   |
| 8 orderlies or watchmen.....                | each..... | 1,080   |
| 2 shippers.....                             | do.....   | 1,200   |
| Compositor.....                             | .....     | 1,800   |
| Compositor's apprentice.....                | .....     | 1,080   |
| 2 telephone operators.....                  | each..... | 1,080   |
| 8 laborers.....                             | do.....   | 1,020   |
| 12 laborers.....                            | do.....   | 900     |

## NEW YORK—Continued.

|   |           |          |
|---|-----------|----------|
| 11 porters.....                         | each..... | \$900    |
| 4 cleaners.....                         | do.....   | 660      |
| 30 cleaners.....                        | do.....   | 540      |
| <i>Americanization Bureau.</i>          |           |          |
| Specialist.....                         | .....     | 4,250    |
| 2 assistants.....                       | each..... | 3,500    |
| 4 assistants.....                       | do.....   | 3,000    |
| 5 assistants.....                       | do.....   | 2,700    |
| Assistant.....                          | .....     | 2,500    |
| 6 assistants.....                       | each..... | 2,400    |
| Do.....                                 | do.....   | 2,000    |
| 8 assistants.....                       | do.....   | 1,800    |
| 5 teachers in Americanization work..... | do.....   | 1,500    |
| Stenographer.....                       | .....     | 1,200    |
| Do.....                                 | .....     | 1,080    |
| Do.....                                 | .....     | 840      |
| Clerk.....                              | .....     | 780      |
| Library assistant.....                  | .....     | 900      |
| Grand total.....                        | .....     | \$22,930 |

## NORTH CAROLINA.

|   |        |
|---|--------|
| State superintendent of public instruction.....   | 4,000  |
| State agent for rural schools <sup>1</sup> .....  | 3,500  |
| State agent for Negro rural schools <sup>1</sup> .....  | 3,500  |
| Inspector of high schools <sup>1</sup> .....  | 3,500  |
| Chief clerk.....  | 2,500  |
| Clerk of loan fund.....   | 2,500  |
| Supervisor of teacher training and secretary<br>State board of examiners and institute<br>conductors..... | 3,500  |
| Assistant secretary State board of examiners.....   | 1,800  |
| Director of community-service bureau.....   | 3,500  |
| Assistant director of community-service<br>bureau.....  | 1,800  |
| Director of schools for adult illiterates.....  | 2,000  |
| 6 members of board of examiners and institute<br>conductors..... (each).....                              | 2,750  |
| Director of vocational education.....   | 3,500  |
| State supervisor of agriculture.....  | 2,700  |
| State supervisor of home economics.....   | 2,000  |
| State supervisor of trades and industries.....  | 2,700  |
| Supervisor Jeanes teachers <sup>1</sup> .....   | 1,000  |
| Assistant in schoolhouse-building campaign.....   | 1,000  |
| 6 clerks..... total.....  | 6,340  |
| 2 porters..... do.....  | 1,300  |
| Total.....  | 69,140 |

## NORTH DAKOTA.

|   |        |
|---|--------|
| State superintendent of public instruction.....     | 3,000  |
| Deputy superintendent of public instruction.....    | 2,500  |
| Assistant superintendent of public instruction..... | 2,000  |
| 3 rural-school inspectors..... each.....            | 2,200  |
| High-school inspector.....                          | 2,200  |
| Chief clerk.....                                    | 1,500  |
| 2 stenographers..... each.....                      | 1,200  |
| Total.....  | 20,200 |

## OHIO.

|   |       |
|---|-------|
| Superintendent of public instruction.....           | 4,000 |
| Assistant superintendent of public instruction..... | 2,500 |
| Chief clerk.....                                    | 2,240 |
| Statistician.....                                   | 2,400 |

<sup>1</sup> Receive salaries from General Education Board.

## OHIO—Continued.

|   |         |
|---|---------|
| Examination clerk.....                        | \$2,040 |
| 2 high-school inspectors (fulltime) each..... | 2,240   |
| 6 high-school inspectors (half time) do.....  | 1,000   |
| Inspector of teacher training.....            | 2,500   |
| Secretary.....                                | 1,636   |
| Stenographer.....                             | 1,320   |
| 3 stenographers..... each.....                | 1,080   |
| Clerk.....                                    | 1,080   |

*State Board of Education (Vocational Education).*

|   |       |
|---|-------|
| Vocational supervisor.....                  | 3,000 |
| Assistant vocational supervisor.....        | 2,000 |
| Supervisor of agriculture.....              | 2,800 |
| Supervisor of home economics.....           | 2,700 |
| Supervisor teacher training (half time).... | 1,800 |
| Supervisor teacher training (half time).... | 2,500 |
| Supervisor teacher training.....            | 3,800 |

Grand total..... 52,036

## OKLAHOMA.

|   |       |
|---|-------|
| State superintendent of public instruction.....     | 2,500 |
| Assistant superintendent of public instruction..... | 2,100 |
| Secretary to the State superintendent.....          | 1,500 |
| Chief clerk.....                                    | 2,000 |
| Agricultural assistant.....                         | 1,500 |
| High-school inspector.....                          | 2,400 |
| 2 assistant high-school inspectors..... each.....   | 1,800 |
| Rural-school supervisor <sup>4</sup> .....          | 3,500 |
| Rural-school supervisor.....                        | 1,800 |
| 2 stenographers..... each.....                      | 1,200 |
| Secretary to State board of education.....          | 2,100 |
| Stenographer.....                                   | 1,200 |

Total..... 26,600

## OREGON.

|   |       |
|---|-------|
| State superintendent of public instruction.....           | 3,000 |
| Assistant State superintendent of public instruction..... | 2,640 |
| Field worker in industrial fairs.....                     | 2,000 |
| Secretary to the State board of education.....            | 1,800 |
| 4 stenographers..... each.....                            | 1,260 |

*Vocational Education.*

|   |       |
|---|-------|
| State director of vocational education and supervisor of trades and industries..... | 3,000 |
| Supervisor of agriculture (half time).....  | 1,500 |
| Supervisor of home economics—traveling expenses.....                                | 200   |
| Stenographer.....   | 1,260 |

Grand total..... 20,440

## PENNSYLVANIA.

|   |        |
|---|--------|
| Superintendent of public instruction.....               | 12,000 |
| First deputy superintendent of public instruction.....  | 7,500  |
| Second deputy superintendent of public instruction..... | 6,000  |
| Assistant to superintendent of public instruction.....  | 4,000  |
| Director, administration bureau.....                    | 5,000  |
| Assistant director, administration bureau.....          | 4,000  |
| Director, Americanization bureau.....                   | 5,000  |
| Supervisor, Americanization bureau.....                 | 3,200  |
| Do.....   | 3,000  |

<sup>4</sup> Paid by General Education Board.

<sup>9</sup> Exclusive of salaries of stenographers, clerks, and messengers; and with an average for the county supervisors.

## PENNSYLVANIA—Continued.

|   |                      |
|---|----------------------|
| Director, health education.....                                       | \$1,000              |
| Supervisor of physical education.....                                 | 3,600                |
| Do.....   | 2,500                |
| Supervisor of nutrition.....  | 3,000                |
| Lecturer on health education.....                                     | 3,000                |
| Director, attendance bureau.....                                      | 4,000                |
| Assistant director, attendance bureau.....                            | 3,250                |
| 5 inspectors, attendance bureau..... each.....                        | 3,000                |
| Director, rural-schools bureau.....                                   | 5,000                |
| Assistant director, rural-schools bureau.....                         | 4,000                |
| Director, bureau of medical education and licensure.....              | 3,000                |
| Director, teacher bureau.....   | 5,000                |
| Assistant director, teacher bureau (vocational teacher training)..... | 5,000                |
| Assistant director, teacher bureau.....                               | 4,000                |
| Assistant director, teacher bureau (teacher placement).....           | 3,600                |
| Director, school inspection bureau.....                               | 4,000                |
| Inspector, high schools.....  | 4,000                |
| Director, school-buildings bureau.....                                | 4,000                |
| 2 draftsmen..... each.....  | 3,000                |
| Specialist in foreign languages.....                                  | 5,000                |
| Specialist in social science.....                                     | 5,000                |
| Specialist in English.....  | 5,000                |
| Specialist in commercial education.....                               | 4,500                |
| Director, vocational education.....                                   | 5,000                |
| Assistant director, industrial education.....                         | 4,000                |
| 2 supervisors, industrial education..... each.....                    | 3,500                |
| Supervisor of junior projects.....                                    | 4,000                |
| Assistant director, agricultural education.....                       | 4,000                |
| 2 supervisors of agricultural education each.....                     | 3,500                |
| Assistant director, home economics.....                               | 3,500                |
| 2 supervisors of home economics..... each.....                        | 2,500                |
| Supervisor of continuation schools.....                               | 5,000                |
| 12 county supervisors, male (agriculture).....                        | 2,000-3,000          |
| 3 county supervisors, female (home economics).....                    | 1,500-2,000          |
| Supervisor of art instruction.....                                    | 6,000                |
| Supervisor of music.....  | 3,000                |
| Secretary of pension bureau (teachers' retirement fund).....          | 4,200                |
| Secretary to superintendent.....                                      | 3,000                |
| Bookkeeper.....   | 1,400                |
| Librarian.....  | 1,400                |
| Stenographers.....  | 900-1,800            |
| Clerks.....   | 900-3,000            |
| Messengers.....   | 600-1,400            |
|   | <sup>9</sup> 254,350 |

## RHODE ISLAND.

|   |        |
|---|--------|
| Commissioner of education.....                    | 6,000  |
| Assistant commissioner.....                       | 3,000  |
| Secretary and deputy.....                         | 3,000  |
| Supervisor of trade and industrial education..... | 3,000  |
| Supervisor of agricultural education.....         | 2,500  |
| Supervisor of home-economics education.....       | 2,500  |
| Supervisor of Americanization.....                | 1,800  |
| Library visitor.....                              | 1,300  |
| Chief clerk.....                                  | 1,340  |
| 4 clerks..... each.....                           | 1,000  |
| Total.....  | 28,440 |

## SOUTH CAROLINA.

|  |         |
|--|---------|
| State superintendent of education.....   | \$2,500 |
| High-school inspectors <sup>4</sup> .....                                      | 3,500   |
| Supervisor of rural schools <sup>4</sup> .....                                 | 3,500   |
| Supervisor of rural schools.....   | 2,400   |
| Supervisor of mill schools.....  | 2,400   |
| Supervisor of colored schools <sup>4</sup> .....                               | 3,500   |
| Supervisor of adult schools and night schools.....                             | 2,100   |
| School community organizer.....  | 1,900   |
| Chief clerk.....   | 2,400   |
| Bookkeeper.....  | 1,200   |
| 4 stenographers.....each..   | 1,200   |
| 2 members State board of examiners for teachers.....each..                     | 3,000   |
| <i>College Professors Lent to the State Superintendent's Office.</i>           |         |
| Supervisor of agricultural instruction.....                                    | 3,500   |
| Supervisor of trades and industries.....                                       | 3,500   |
| Itinerant teacher trainer in trades and industries.....                        | 2,800   |
| School architect.....  | 3,500   |
| Supervisor of home economics.....  | 2,400   |
| <i>Independent Unit in Cooperation with the State Superintendent's Office.</i> |         |
| Registrar of teachers' employment bureau.....                                  | 1,800   |
| Stenographer.....  | 900     |
| Grand total.....   | 54,600  |

## SOUTH DAKOTA.

|   |             |
|---|-------------|
| State superintendent of public instruction..... <sup>10</sup> | 2,400       |
| Deputy superintendent of public instruction.....              | 2,520       |
| Assistant superintendent of public instruction.....           | 2,400       |
| Chairman of board of examiners.....                           | 2,100       |
| High-school supervisor, director of vocational education..... | 3,300       |
| Rural-school supervisor.....                                  | 2,400       |
| Director of Americanization.....                              | 2,400       |
| Assistant director of Americanization.....                    | 1,800       |
| Supervisor of home economics.....                             | 2,300       |
| Supervisor of agricultural education (part time).....         | 666         |
| Assistant in truancy.....                                     | 1,860       |
| Chief clerk.....  | 1,620       |
| Clerk.....  | 1,500       |
| 4 stenographers, from.....                                    | 1,080-1,500 |
| Total.....  | 112,426     |

## TENNESSEE.

|   |       |
|---|-------|
| State superintendent of public instruction..... | 3,600 |
| Chief clerk.....                                | 2,000 |
| High-school inspector.....                      | 3,600 |
| Elementary-school agent.....                    | 3,000 |
| Rural-school supervisor.....                    | 3,000 |
| Bookkeeper, State schools.....                  | 2,500 |
| Trade and industrial supervisor.....            | 3,000 |
| Agricultural supervisor.....                    | 3,000 |

## TENNESSEE—Continued.

|  |         |
|--|---------|
| Clerk of board.....                              | \$1,800 |
| 2 members of State grading commission, each..... | 2,000   |
| Member of State grading commission.....          | 1,800   |
| 4 stenographers.....each..                       | 1,200   |
| Total.....                                       | 36,100  |

## TEXAS.

|   |         |
|---|---------|
| State superintendent of public instruction..... | 4,000   |
| First assistant State superintendent.....       | 2,700   |
| 2 assistant State superintendents.....each..    | 2,250   |
| Chief supervisor of high schools.....           | 2,600   |
| 3 supervisors of high schools.....each..        | 2,200   |
| 4 supervisors of high schools.....do....        | 2,000   |
| Auditor.....                                    | 1,800   |
| Assistant auditor.....                          | 1,350   |
| Statistician.....                               | 1,500   |
| Certification clerk.....                        | 1,650   |
| Correspondence and mailing clerk.....           | 1,500   |
| Assistant correspondence and mailing clerk..... | 1,350   |
| Porter.....                                     | 600     |
| Do.....   | 240     |
| Supervisor of vocational agriculture.....       | 3,700   |
| Assistant in vocational agriculture.....        | 3,150   |
| Do.....   | 2,750   |
| Supervisor of teacher training.....             | 3,500   |
| Assistant in teacher training.....              | 3,150   |
| Supervisor of home economics.....               | 3,500   |
| Assistant in home economics.....                | 3,150   |
| Chief supervisor of rural schools.....          | 3,300   |
| 9 supervisors of rural schools.....each..       | 2,200   |
| Secretary, rural-school division.....           | 2,400   |
| Manager of textbook division.....               | 2,600   |
| Auditor, textbook division.....                 | 2,400   |
| Bookkeeper, textbook division.....              | 1,800   |
| 2 adding-machine operators.....each..           | 1,500   |
| 2 requisition clerks.....do....                 | 1,500   |
| 3 stenographers.....do....                      | 1,600   |
| 2 stenographers.....do....                      | 1,500   |
| Stenographer.....                               | 1,350   |
| Do.....   | 1,250   |
| 3 stenographers.....each..                      | 1,200   |
| Total.....                                      | 113,500 |

## UTAH.

|  |       |
|--|-------|
| State superintendent of public instruction.....              | 4,000 |
| Assistant State superintendent of public instruction.....    | 3,300 |
| State high-school inspector (five-sixths time).....          | 2,500 |
| State library secretary and organizer (7 months).....        | 1,800 |
| State director of health education (three-fourths time)..... | 3,000 |
| State director of Americanization.....                       | 2,500 |
| State director of vocational education.....                  | 3,300 |
| State supervisor in agriculture.....                         | 2,750 |
| State supervisor in home economics.....                      | 2,750 |
| State supervisor of trades and industries.....               | 2,500 |

<sup>4</sup>Salaries paid by General Education Board.<sup>10</sup>Of this amount \$600 is appropriated annually "for living expenses."<sup>11</sup>Four stenographers estimated at \$1,200 each.



## UTAH—Continued.

|   |                      |
|---|----------------------|
| Advisory architect to State school-buildings commission.....per day.. | \$8                  |
| Clerk.....  | 1,380                |
| 3 clerks.....each..   | 1,200                |
| Total <sup>1</sup> .....  | <sup>12</sup> 33,380 |

## VERMONT.

|  |        |
|--|--------|
| Commissioner of education.....               | 6,000  |
| Executive clerk.....                         | 2,100  |
| Supervisor of junior high schools.....       | 3,500  |
| Supervisor of elementary schools.....        | 2,600  |
| State high-school supply teacher.....        | 1,600  |
| State helping teacher.....                   | 1,600  |
| Secretary teachers' registration bureau..... | 1,400  |
| Certification clerk.....                     | 1,200  |
| Stenographer.....                            | 900    |
| Clerk.....                                   | 720    |
| Total.....                                   | 21,260 |

## VIRGINIA.

|  |        |
|--|--------|
| State superintendent of public instruction..           | 4,500  |
| Secretary of the State board of education...           | 3,850  |
| Auditor.....   | 3,750  |
| Assistant auditor.....                                 | 2,500  |
| Supervisor for teacher training.....                   | 3,250  |
| Director for teachers' bureau.....                     | 1,800  |
| Supervisor for high schools.....                       | 3,500  |
| Supervisor for high schools <sup>4</sup> .....         | 3,500  |
| Supervisor for agricultural schools.....               | 3,500  |
| Supervisor for trade and industrial schools            | 3,500  |
| Supervisor for physical education.....                 | 3,500  |
| Supervisor for home-economics schools.....             | 2,100  |
| Supervisor for rural schools, white <sup>4</sup> ..... | 3,500  |
| Supervisor for rural schools, Negro <sup>4</sup> ..... | 3,500  |
| 8 stenographers and clerks.....total..                 | 10,540 |
| Total.....   | 56,790 |

## WASHINGTON.

|   |        |
|---|--------|
| Superintendent of public instruction.....           | 3,000  |
| Assistant superintendent of public instruction..... | 2,700  |
| Deputy superintendent of public instruction.....    | 3,000  |
| High-school inspector.....                          | 2,640  |
| Certification chief.....                            | 2,100  |
| Assistant in rural education.....                   | 2,100  |
| Executive secretary.....                            | 2,100  |
| Secretary of rural-life commission.....             | 1,800  |
| Field assistant.....                                | 1,800  |
| Legal secretary.....                                | 1,800  |
| Secretary of State board of examiners.....          | 1,350  |
| 2 stenographers.....each..                          | 1,350  |
| Mail clerk.....                                     | 1,320  |
| 2 stenographers.....each..                          | 1,200  |
| Director of vocational education.....               | 4,500  |
| Supervisor of agricultural education.....           | 2,600  |
| Supervisor of home-economics education...           | 2,700  |
| Supervisor of trade and industrial education.....   | 3,600  |
| Total.....  | 44,210 |

## WEST VIRGINIA.

|   |         |
|---|---------|
| State superintendent of free schools.....             | \$5,000 |
| Chief clerk.....                                      | 2,400   |
| Supervisor of high schools <sup>4</sup> .....         | 3,600   |
| Assistant supervisor of high schools (part time)..... | 1,800   |
| Supervisor of rural schools <sup>4</sup> .....        | 3,600   |
| Supervisor of examinations.....                       | 2,040   |
| Secretary of State board of education.....            | 2,700   |
| Statistical clerk.....                                | 1,320   |
| 2 stenographers.....total..                           | 2,700   |
| 3 clerks.....do.....                                  | 3,700   |
| Supervisor of colored schools.....                    | 2,400   |
| Total.....  | 31,260  |

## WISCONSIN.

|   |        |
|---|--------|
| State superintendent of public instruction..                          | 5,600  |
| Assistant State superintendent of public instruction.....             | 4,500  |
| Second assistant State superintendent of public instruction.....      | 3,200  |
| Supervisor of high schools.....                                       | 4,250  |
| Do.....   | 4,000  |
| Supervisor of high schools and special supervisor of agriculture..... | 4,000  |
| Supervisor of manual training.....                                    | 4,000  |
| Supervisor of educational measurements...                             | 3,500  |
| Do.....   | 2,500  |
| Supervisor of day schools for the deaf and blind.....                 | 3,500  |
| 3 supervisors of State graded schools..each.                          | 3,250  |
| 2 supervisors of rural schools.....do...                              | 3,250  |
| 2 supervisors of city grades.....do...                                | 2,700  |
| Supervisor of city grades and supervising teachers.....               | 2,700  |
| Clinical psychologist and supervisor of exceptional classes.....      | 2,700  |
| Supervisor of school libraries.....                                   | 2,600  |
| Supervisor of domestic science.....                                   | 3,000  |
| Diploma and certificate clerk.....                                    | 1,440  |
| Assistant librarian.....  | 1,500  |
| Statistician.....   | 1,400  |
| 2 stenographers.....each..  | 1,200  |
| Do.....do.....  | 1,080  |
| Do.....do.....  | 1,020  |
| Clerk.....  | 840    |
| Total.....  | 82,880 |

## WYOMING.

|  |        |
|--|--------|
| State superintendent of public instruction..           | 3,000  |
| Deputy State superintendent of public instruction..... | 2,100  |
| Commissioner of education.....                         | 3,000  |
| Director of vocational education.....                  | 3,000  |
| Director of agricultural education.....                | 2,600  |
| Director of home economics.....                        | 1,980  |
| Supervisor of special classes.....                     | 2,400  |
| Stenographer.....                                      | 1,620  |
| Do.....  | 1,500  |
| Do.....  | 1,200  |
| Total.....   | 22,400 |

<sup>4</sup> Paid by General Education Board.<sup>12</sup> Exclusive of fees of advisory architect at \$8 per day.